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ABSTRACT

This general summary of the results of a library study conducted in Hawaii presents the major findings from the survey of residents, the library staff survey, the government agency survey, and the measurements conducted in five Hawaii libraries. Major recommendations for improving the efficiency and effectiveness of library performance are included, as well as a description of the performance measurement system for Hawaii public libraries developed through this study. More detailed information about study findings and methodologies used are provided in the remaining four volumes of this report. (Author/CMV)

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ANALYSIS OF SERVICE AND DEVELOPMENT OF PERFORMANCE MEASUREMENTS FOR STATE OF HAWAII LIBRARIES

Volume I

Summary Report

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Masae Gotanda

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

IR006058

Other Volumes In This Study Include:

Volume II: A Survey of Residents in Relation to Public Library Use.
Volume III: Results of the Library Staff and Government Agency Surveys.
Volume IV: Results of Measurements Conducted in Selected Public Libraries in Hawaii.
Volume V: Performance Measurements System Manual for State of Hawaii Libraries.

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December 2, 1977

Mr. Charles G. Clark
Superintendent of Education
Department of Education
Queen Liliuokalani Building
1390 Miller Street
Honolulu, Hawaii 96813

Dear Mr. Clark:

We are pleased to present AN ANALYSIS OF SERVICE AND DEVELOPMENT OF PERFORMANCE MEASUREMENTS FOR STATE OF HAWAII LIBRARIES. Our five-volume study presents findings on the library needs of Hawaii's residents, current library performance, recommendations for improving operations and services, a system for continuous monitoring of library performance, and a systems manual which details how performance information is to be gathered and analyzed.

AN ANALYSIS OF SERVICE AND DEVELOPMENT OF PERFORMANCE MEASUREMENTS FOR STATE OF HAWAII LIBRARIES has been designed to be a working tool to serve the Department and the State library system. We have developed a versatile and comprehensive set of performance measurements which when implemented will place Hawaii in the forefront of the nation's library systems.

Our work on this study has been a rewarding experience for our project team, and we would like to thank you for the assistance and support of the Department of Education in this effort.

Sincerely,

Lee A. Weigle

Lee A. Weigle
Executive Director

ACKNOWLEDGEMENTS

During the course of this study, literally dozens of people have given us assistance at one point or another. We would like to take this opportunity to express our thanks to all of them.

We feel particularly indebted to Masae Gotanda, Head of Research and Evaluation for the Hawaii State library system who was the tireless project manager responsible for the overall direction that brought this project to completion. We would also like to thank May C. Chun, former State Librarian, whose professional support and personal graciousness made our job a pleasure as well as a challenge.

In addition, we would like to acknowledge other key personnel in the library system who met with us frequently and provided us with their review and suggestions. They include Ruth Itamura, State Librarian; Oi Yung Chow, Librarian, Hawaii State Library; Seichi Toda, Director, Administrative Services Section; and Edna Tsusaki, Librarian, East Oahu Library District. Dr. Miles M. Jackson of the University of Hawaii Graduate School of Library Studies lent us his valuable experience and expertise throughout the course of the project. A special note of gratitude is also due Ernest R. De Prospo, Professor, Graduate School of Library Science, Rutgers University, New Brunswick, New Jersey for giving us his cooperation, consultation and encouragement throughout the study and especially during his visit to Hawaii.

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GENERAL INTRODUCTION

In the fall of 1976, the library system of the State of Hawaii commissioned a study to explore the ways in which the performance of Hawaii public libraries might be measured and assessed in relation to community needs, available resources, appropriate standards, and library objectives. Generally, the study was to:

- Describe and assess the library needs of residents and relevant institutions;
- Analyze the present reporting system, and develop appropriate measures of public library performance;
- Conduct tests of proposed library measurements in five selected Hawaii public libraries;
- Develop a system for measuring the performance of State of Hawaii public libraries in relation to library system objectives and standards, and specify procedures for collecting and analyzing performance data.

The firms of Survey and Marketing Services, Inc. and its subcontractor, Henry A. Alexander and Company, Inc. were selected for the study. Dr. Miles M. Jackson of the University of Hawaii Graduate School of Library Science was retained as a consultant by the contractor. The Hawaii State library system formed a project management team to work with the consultants. The project management team included the State Librarian, the director of public library services, selected section heads and representatives from the consultants. The head of the Research and Evaluation Services for the library system served as project manager. The project team met periodically during the design and execution phases of the study to review progress and provide feedback.

The study involved four separate data and information collection tasks: A survey of the adult residential population in the State; a survey of public library personnel; a survey of agencies and institutions served by the public library system; and the measurement of materials, facilities used, and staff activities in selected Hawaii public libraries.

User/Nonuser Survey:

The survey of adult residents in the State was conducted November 19 through December 9, 1976. A total of 1,000 adults were interviewed by telephone throughout the State. The following numbers were interviewed on each island in the State, in proportion to that island's share of the State population: Oahu, 815; Hawaii, 86; Kauai, 37; Maui, 54; Molokai, 6; and Lanai, 2. Residential telephone numbers for the sample were obtained through a Survey and Marketing Services' computer program which randomly generates telephone numbers. The survey covered the following topics: Use of the public library; patterns of library use; reasons for non-use; characteristics of library users and nonusers; attitudes toward the library; and demand for library materials and services.

Library Staff Survey:

The survey of State public library personnel involved all employees except janitorial or maintenance workers. A total of 425 questionnaires were distributed through the library system, and 297 (70%) were returned to Survey and Marketing Services for data processing and analysis. Topics covered included opinions about library system performance; materials, service and program needs of the library; work conditions and training needs; and problems facing the library system.

Government Agency Survey:

Six government agencies and institutions with actual and potential needs for library system services were selected for study. In-depth, semi-structured interviews were conducted with the management of each institution. The framework for these interviews focused attention on the role of the State library system in relation to institutional needs.

Library Measurements:

Measurements of materials and library use were carried out in five selected public libraries: Hawaii State Library, Kaimuki Regional Library, Hilo Regional Library, Liliha Library and Kahuku Community/School Library. In addition, an observation study of staff work was conducted in the Hawaii State Library. The measures and data collection procedures used, with the exception of the staff work observation study, were based on the performance measurements manual developed by Ellen Altman and others.[1] The purposes of the library measurements phase of the study included testing and modification of measures to ensure their applicability to Hawaii public libraries, and development of findings about Hawaii libraries that could be used for recommending changes in the library system.

This report provides a general summary of the results of the library study. The following pages of this report present the major findings from the survey of residents, the library staff survey, the government agency survey, and the measurements conducted in the five Hawaii libraries. Major recommendations from the study

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[1]Ellen Altman, Ernest R. De Prospo, Philip M. Clark, and Ellen Conner Clark. A Data Gathering and Instructional Manual for Performance Measures in Public Libraries. Celadon Press: Chicago, 1976.

for improving the efficiency and effectiveness of library performance are included in the form of conclusions and recommendations. This report also features a description of the performance measurement system for Hawaii public libraries developed through this study.

Other reports completed as part of this study provide more detailed information about study findings, the methodologies used, and the data collection and analysis procedures developed as a part of the recommended performance measurement system. Volume II: A Survey of Residents in Relation to Public Library Use, Volume III: Results of the Library Staff and Government Agency Surveys, and Volume IV: Results Of Measurements Conducted in Selected Public Libraries in Hawaii provide details of the findings and methodologies for the respective surveys and measurements. Volume V: Performance Measurements System Manual for State of Hawaii Libraries provides detailed instructions for libraries for the collection and analysis of performance data.

PART I:

MAJOR STUDY RECOMMENDATIONS

INTRODUCTION

Review and analysis of results from the measurements conducted in selected State of Hawaii libraries and the surveys of residents, library staff and government agencies produced evaluative conclusions about State of Hawaii libraries and recommendations for improving materials, services and operations. These implications were communicated to, and discussed with, librarian members of the study team and the Office of Library Services. Major recommendations arising from the study are presented below. More extensive and detailed recommendations in relation to library materials, operations and staffing are set forth in Volume IV of this study, Results of Measurements Conducted in Selected Public Libraries in Hawaii.

IMPROVING THE AVAILABILITY OF LIBRARY MATERIALS

Results from the study show that significant improvements should be made in the extent to which books, periodicals, and reference materials are available to patrons through the State of Hawaii library system.

Increasing the Ownership of Recently Published Books

The book collections available in State of Hawaii libraries are generally inadequate in comparison to collections in similarly sized libraries on the Mainland (continental United States). The age of Hawaii book collections, as well as their size, produces a low probability of obtaining a recently published book through the library system.

- In order to raise the library patron's chances of obtaining a recent book, the number of recently published books owned by State system libraries should be increased significantly. This should be accomplished by increasing the budget for book acquisition. If the overall library budget cannot be increased, other costs should be reduced in order to accommodate the purchase of more books.

- The overall materials budget should be increased at least in proportion to the increased cost of books, and in future budgets it should be brought up to at least the 1971-1972 level of approximately 20% to 25% of total expenditures.

It should be feasible to increase the rate of acquisition of print materials through devoting a larger proportion of the library system budget to materials acquisition, with no increase in staffing. Ways in which library staff could be used more efficiently and effectively are suggested later in this section.

Since librarians in the individual library branches have the most knowledge of the types of materials needed by patrons in their communities, they should be given greater discretion in the selection of books.

- When the book budget is increased, more book funds should be allotted to the branches.

- The book selection mechanism should be decentralized in order to allow branches to develop collections to suit their individual communities.

Increasing the Availability of Book Holdings

It is also important to increase the availability throughout the library system of books that are owned. This should be accomplished through an improved interlibrary loan system. At present, the interlibrary loan system's performance is inadequate--many library users requesting books face frustrating delays, and some books are even being withheld from the system by the Hawaii State Library. Improvements in the system will become even more

urgent when the new automated catalogue system (BIBLIOS) becomes operational, since this will cause a manifold increase in interloan requests.

- o The methods and procedures for the interlibrary loan system should be reviewed, and responsibilities and manpower relevant to its operation should be assigned.

Increasing the Availability of Periodicals

Study measurements show that the availability of periodicals is low at libraries in the State system. Most libraries should increase their holdings of periodicals of relevance to their patrons.

- o The probability of availability of periodicals should be improved at all public libraries.
- o The development of appropriate periodical collections requires the use of other guides in addition to the Reader's Guide in the selection of periodicals for the State library system.

  Subscriptions to Biological and Agricultural periodicals should be increased at all Tibraries, especially at the State Library Resource Center, and a more extensive examination should be made of other subjects which should receive greater coverage through subscription to periodicals. However, when selecting technical and scientific periodicals, emphasis should generally be placed on those offering practical information (such as seed and fertilizer magazines for rural farming communities) and magazines of general reader interest (such as Scientific American).

Increasing the Availability of Reference Materials

The State Library owns a high percentage of standard encylopedia reference works, but is lacking in other types of references which would be appropriate for that library.

- Improve the ownership of reference books at the State Library by the purchase of more references. Sheehy's Guide to Reference Books[1] should be used as a guide by those responsible for the selection of additional references.

IMPROVING LIBRARY SYSTEM STAFFING AND OPERATIONS

Results from the measurements of library staff activities and the survey of library system personnel suggest several approaches to making library staffing more cost-effective and service to patrons more efficient.

Reassessing Library System Manpower Requirements

There are significant indications from the study that a major proportion of professional staff time is being spent on sub-professional tasks and duties which could be performed by lower level personnel. Professionals responding to the staff survey estimated that a large portion of their time was taken up by work which did not require their professional training. Moreover, a large part of the time that professionals spend with patrons is not an efficient use of that time--an examination of information and reference requests revealed that most of the questions posed by patrons are directional or factual in nature, and could be handled by nonprofessionals.

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[1] Eugene Paul Sheehy, Guide to Reference Books, Ninth Edition. American Library Association: Chicago, 1976.

Nonprofessional level employees should be assigned wherever possible to duties that do nct require a professional's experience or training--such as work involving counting, sorting, shelving, etc. currently being done by professional librarians. Most information requests should also be handled by nonprofessionals, with librarians accessible when more technical answers or assistance are needed.

- o Hiring of new professional librarians for the State library system should be stopped temporarily, except in the case of special needs. New hires should be primarily technical and clerical staff.

The unnecessary use of professional manhours can also be minimized through the adoption of flexible staffing approaches used by banks, retail stores and other institutions that serve the public. These businesses expand their staffs to meet hours and seasons of greater customer traffic through the hiring of part time and temporary workers. In contrast, libraries and other government service institutions carry full time staffs that ensure adequate levels of service at times of heavy user demand; as a result, they become "overstaffed" during periods of normal or light demand.

- o As an alternative to heavy reliance on permanent, full time staff, State of Hawaii libraries should consider greater use of part time and temporary staff and student assistants to handle anticipated fluctuations in user demand.

Improving the Assignment of Staff Within the State Library System

At the present time, imbalances exist in the allocation of professional and specialized resources within the State of Hawaii library system. For example, the Hawaii State Library is currently staffed with a considerable number of professional librarians and library specialists whose skills are often under-

utilized. At the same time, other libraries in the system have unfulfilled needs for professionals and library specialists. More flexibility in area assignments would help to correct this situation.

- o Current professional employees should be reassigned within the library system to areas where they are critically required.

Reassignment is particularly important in the case of libraries that are now managed by nonprofessionals.

- o Libraries should be headed by professionals where possible. If necessary, professionals should be transferred to, or asked to commute to, libraries where professional staff is needed.

Improving the Organization of Service to Patrons in the Hawaii State Library

The Hawaii State Library, which is the largest library in the State system, is organized into seven major units, each of which is staffed by professionals who can assist patrons. Measurements of public service staff utilization and availability revealed that this compartmentalization of service results in large differences among units in terms of the proportion of staff personnel available to the public and assisting the public.

- o Consideration should be given to putting the staff available in the Hawaii State Library in closer proximity to each other where possible, so that they can provide service more effectively. Units can also be consolidated to make service to patrons more efficient.

According to the work sampling conducted during the study, about 8% of all public service personnel time at the Hawaii State Library is spent answering directional and factual questions. One way in which this burden might be reduced is by the

establishment of an information center in the main lobby of the State Library, where most of the directional and factual questions are asked.

- An information and reference desk should be established in the lobby of the State Library. It should be staffed by library technicians who can answer most informational and factual questions and many bibliographic questions, and should include reference books to provide answers to frequently asked questions. The center should answer the telephone for all units in the State Library and pass on to the units only those requests that cannot be answered at the information center. It should be designed so that professional librarians with responsibilities on the ground floor can answer reference questions of walk-in patrons and telephone calls that need to be referred to the units.

IMPROVING THE PERFORMANCE OF THE HAWAII LIBRARY SYSTEM IN RELATION TO OTHER LIBRARIES AND THE LIBRARY PROFESSION

Interviews with librarians in six government agencies uncovered extensive criticism of what was seen as the State library system's lack of leadership and initiative in the planning, development, and implementation of library services throughout the State. In the survey of library system staff, library personnel evaluated the system's performance in the areas of service to other libraries, the profession, government, and business as far worse than its performance in relation to serving the needs of the general public.

- In accordance with the wishes expressed by the six government agency librarians surveyed, the State Librarian should take the initiative in reopening channels of communication and interaction with special libraries and the library profession through a State library system newsletter, involvement in library system conferences and workshops, and regular linkages.

- The State of Hawaii library system should examine its role and make recommendations to the Superintendent of Education and to the Board of Education concerning the place of public and State libraries in the Department of Education and the role of libraries in the structure of State government and county governments.

- The State library system should develop clear statements of goals, objectives, and programs for the areas of special libraries and library development services.

- The State library system should create a library development staff through the reassignment of library system professional personnel.

- The State library system should provide leadership in the integration of materials and services in system and specialized libraries into an overall coordinated network.

IMPLEMENTING THE PERFORMANCE MEASUREMENT SYSTEM FOR STATE OF HAWAII LIBRARIES

Appropriate support and attention will be required during the period in which the library performance measurements developed through this study are implemented, reviewed, and integrated into the planning and decision making process of the State of Hawaii library system.

Although the proposed performance measurements have been carried out in selected libraries and reported as a part of this study, the procedures or content of these measurements should not be regarded as immutable. The need for particular changes and adjustments in measurements will no doubt become evident as the measurement system is implemented and used to make library decisions. We suggest that this process of adjustment and refinement continue for the next three to five years. At the end of that period, the State library system should have accumulated enough experience with the conduct and the use of the performance measurements to put them into a final form.

The implementation of measurements will mean additional library system responsibilities for coordination of the measurement system and reporting of performance

results. The State library system should make sure that adequate resources are available for these tasks.

- o Sufficient staff personnel should be made available for the duties of coordinating the performance measurement process and ensuring timely reporting of performance results. Provision should also be made for the contracting of consultants for appropriate phases of the work, such as conduct of the library staff work sample.

It should be noted that instruments for a few aspects of performance measurement have not yet been developed, because detailed examination of these areas of library service was not possible within the time frame and resource constraints of this study. Development of appropriate methods of assessment and target quantities of service for these areas should be a high priority of the library system.

- o The State library system should conduct thorough studies of current and desirable resources and service in the areas of audio/visual materials and equipment and library collection development, reference service and program activity consulting services, and should develop appropriate measurement instruments and target service levels for them. These measurements and target quantities should be integrated into the performance measurement system.

PART II:

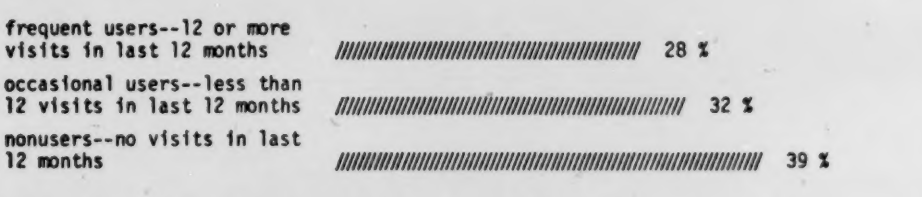
HIGHLIGHTS OF LIBRARY STUDY FINDINGS

PUBLIC LIBRARY USE AMONG HAWAII RESIDENTS

The frequency with which adult residents of the State use the public library system is presented in Figure 1, below. These estimates are derived from the population survey of Hawaii residents that was conducted as a part of this study. Since respondents in the survey were 18 years of age or older, the library use of elementary through high school students is substantially excluded from these figures.

Over 60% of adult Hawaii residents are at least occasional users of the public library, visiting the library once a year or more often.

FIGURE 1


frequent users--12 or more visits in last 12 months
28 %
occasional users--less than 12 visits in last 12 months
32 %
nonusers--no visits in last 12 months
39 %

Total number of respondents = 1,000

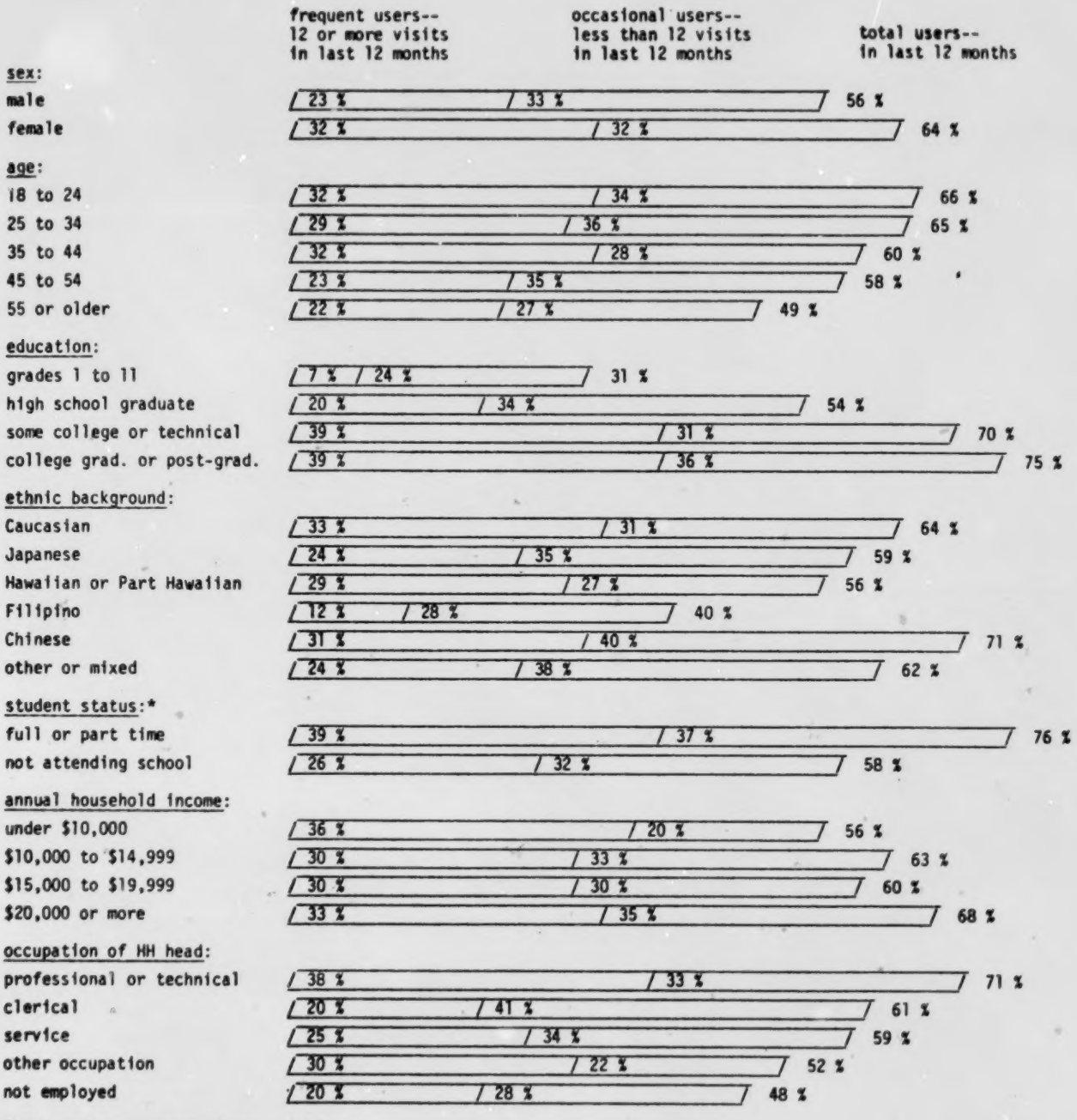
Note: Don't know = 1%

Source: User/nonuser survey

FREQUENCY OF PUBLIC LIBRARY USE
BY ADULT RESIDENTS IN HAWAII

Figure 2 shows which groups of residents make the most use of the public library. As could be expected, the most frequent users are students, those with an advanced educational background, and those with professional or technical occupations. It is also clear that persons from wealthier households, younger people, and women tend to make greater than average use of the library. Some ethnic groups appear to use the library more often than others do -- persons of Chinese and Caucasian ancestry are the most frequent users, while individuals of Filipino background are least likely to visit the library.

FIGURE 2



Total number of respondents = 1,000

*Persons 18 years or older

Source: User/nonuser survey

FREQUENCY OF PUBLIC LIBRARY USE
BY DIFFERENT POPULATION GROUPS

The survey revealed that users of library services have somewhat different leisure time activities than nonusers. Table 1 shows that users are much more likely to be book or magazine readers, and are less likely to be frequent television watchers. Users are also somewhat more active in community affairs through serving as an officer or being on a committee of a community, church, or civic organization.

TABLE 1

	Number of times visited library in last 12 months:		
	12 or more %	less than 12 %	none %
hours of television watching per day:			
two or fewer	62	45	42
three or more	37	53	56
don't know/refused	1	2	2
number of books read during past month:			
one or fewer	27	52	67
two or more	73	48	33
number of magazines read during past month:			
two or fewer	31	46	61
three or more	68	54	37
don't know/refused	1	--	2
served with community organization during past several years:			
yes	33	31	21
no	67	69	78
refused	--	--	1
Total number of respondents	276	325	387

Source: User/nonuser survey

LEISURE TIME ACTIVITIES OF LIBRARY USERS AND NONUSERS

Reasons for Frequency of Library Use

The reasons why some residents use the library more often than others could have something to do with the way people feel about the public libraries. However, Table 2 shows that Hawaii residents' attitudes toward the library are almost uniformly positive. The only major difference between users and nonusers in terms of these attitudes lies in whether or not it would make a difference to them if the library were not there -- 87% of the frequent library users said it would make a big difference to them, while only 39% of the nonusers said no.

TABLE 2

		%
Disagree that:	The library is only for people who need to work or study.	87
Agree that:	Libraries have the kinds of books, magazines, and other things that people want.	91
Disagree that:	The library is mostly for people in school, especially kids.	84
Agree that:	The library is a pleasant place where anybody can go to relax and spend a pleasant hour or two.	91
Disagree that:	The library is only for people who are well educated.	96
Agree that:	It would really make a big difference to me if I didn't have a nearby public library to go to.	62

Total number of respondents = 1,000

Source: User/nonuser survey

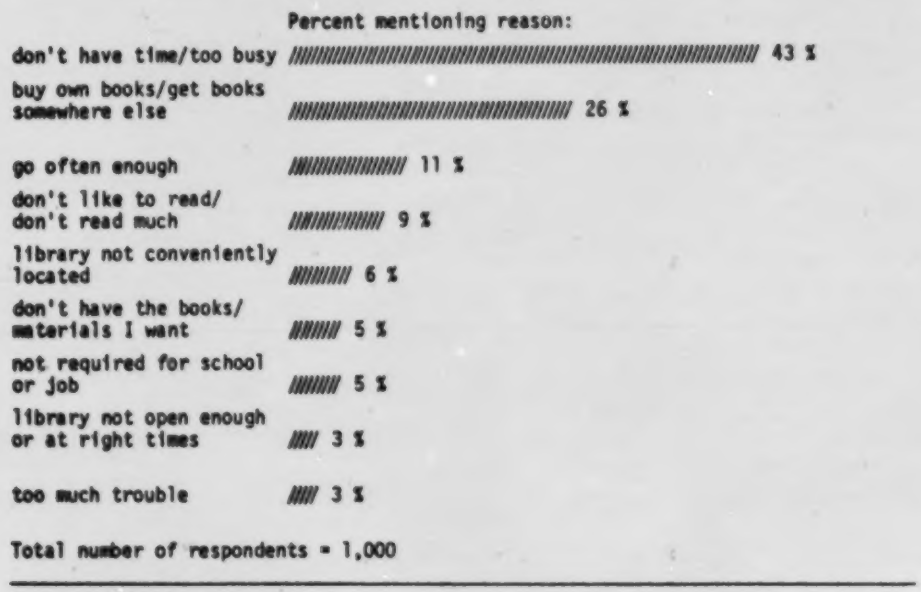
ATTITUDES TOWARDS THE PUBLIC LIBRARY

Location of the library does not appear to be a major barrier to its use. Almost 90% of the survey's respondents knew where their local library branch

was, and nearly 90% said that the location was "convenient" or "very convenient" for them.

Figure 3 presents the reasons that residents gave for not going to the library more often. The most frequent reason given ("don't have time" or "too busy") suggests that residents have other, more preferable ways of spending their time. The second most popular reason brings to mind the fact that reading materials, especially the more popular types, are much more accessible outside the library than they used to be (examples are drug store paperback book and magazine racks). Thus, the libraries are competing with a publishing industry that has been generally responsive to the wants of the "mass market." Reasons having to do with faults of the library itself (such as inconvenient location or hours or lack of desired materials) are less prominently mentioned.

FIGURE 3



Source: User/nonuser survey

REASONS FOR NOT GOING TO THE LIBRARY MORE OFTEN

Table 3 features the reasons that most clearly differentiate habitual library users from nonusers. It suggests that frequent users have come to depend heavily on their library for their reading materials, while occasional users and nonusers more often depend on non-library sources. As could be expected, a certain proportion of the nonusers (although not a majority) are simply nonreaders.

TABLE 3

Number of times visited library in last 12 months:	12 or more %	less than 12 %	none %
don't have time/too busy	36	44	47
buy own books/set books somewhere else	12	31	32
don't like to read/ don't read much	2	7	16
go often enough	31	5	--
Total number of respondents	276	325	387

Source: User/nonuser survey

REASONS FOR NOT GOING TO THE LIBRARY MORE OFTEN
WHICH DISTINGUISH USERS FROM NONUSERS

Some reasons can also be inferred from the findings presented earlier concerning the characteristics of users and nonusers. It is clear that some of the most frequent users are persons with immediate and practical reasons for a visit to the library. These would include students, and possibly also some individuals in technical and professional occupations. Persons whose educational experiences and non-manual occupations have made exposure to written material an accepted part of their life-style have had an advantage in learning to use library materials for leisure and pleasure -- to use an analogy, after spending a lot of time in the ocean, they have learned to enjoy swimming.

These observations and findings imply that socialization experiences and the availability of alternative information sources and leisure activities place some constraint on what the library itself can do to increase its appeal. However, improvements in materials and services that would heighten the public library's attractiveness and usefulness will be suggested by later findings.

LIBRARY MATERIALS

The primary (but not the only) function of the public library is to make available recorded documents of human experience. As a byproduct of this study's activity, some findings were generated which relate to the types and appropriateness of materials available in Hawaii's public libraries. Most of these data were produced through the process of conducting "test" measurements on five selected libraries -- the Hawaii State Library, Kaimuki Regional Library, Hilo Regional Library, Liliha Library, and Kahuku Community-School Library. The purpose of these tests was to try out various ways of collecting performance information concerning the State library system. However, the information collected through these measurements can be used to make tentative generalizations about Hawaii public libraries. These results are supplemented by findings from the User/Nonuser survey of the general population, and the survey of library staff personnel.

Circulating Collection

Table 4 presents the results of a measurement of the book collections in the five selected libraries. A partial measurement of the collection at Hamilton

Library, University of Hawaii at Manoa Campus, was also conducted to provide a point of comparison. The measurement involved drawing a sample of 510 recently published books from the American Book Publishing Record, finding out how many of those books were owned by a library, and then discovering how many of the owned books were actually available on the shelves.[1] The performance measures which resulted included a library's "probability of ownership" of a recently published book, the "probability of availability" of those books that it does own, and an overall summary "success score" (the probability of ownership times the probability of availability) which represents a user's chances of obtaining a recently published book from that library.

TABLE 4

	(1) book titles sampled	(2) titles owned by library	(3) probability of ownership*	(4) titles available at library	(5) probability of availability**	(6) "success score"***
Hawaii State Library	510	61	.120	31	.51	.061
Kaimuki Regional Library	510	23	.045	14	.61	.027
Hilo Regional Library	510	35	.069	27	.77	.053
Liliha Library	510	10	.020	1	.10	.002
Kahuku Community-School Library	202	8	.016	4	.50	.008
Hamilton Library--University of Hawaii	510	212	.416	N.A.	N.A.	N.A.

Note: Book titles sampled were selected from the American Book Publishing Record for the years 1971 through 1975. Titles for the years 1972 and 1973 were not sampled at Kahuku Library.

*Column 2 divided by column 1
**Column 4 divided by column 2
***Column 3 times column 5

Source: Library measurements

AVAILABILITY OF RECENTLY PUBLISHED BOOKS
AT FIVE HAWAII PUBLIC LIBRARIES

[1] Details concerning the library measurements and the methodologies used are contained in Volume IV of this study: Results of Measurements Conducted in Selected Public Libraries in Hawaii.

The availability of recently published books is generally low for the public libraries. The "success score" ranges from .061 (about a 6% of obtaining a recent book) at the Hawaii State Library, to .002 at Liliha Library. Table 4 also shows that the Hawaii State Library is much less likely to own a recently published book than is Hamilton Library at the University of Hawaii -- by inference, its collection is much less comprehensive.

Table 5 compares results for the Hawaii State Library with results for public libraries elsewhere in the United States that have been measured in previous studies. The Hawaii State Library, which has the most comprehensive book collection of any public library in Hawaii, has a lower "success score" than any of the other libraries measured, even though its annual budget is comparable to the budgets of many of the libraries in the other systems.

TABLE 5

	annual expenditures ($000)	no. of libraries measured	summary measure	probability of ownership	probability of availability	"success score"*
Hawaii State Library[1]	1,250	1	---	.120	.508	.061
P.L.A. Studies: Phase I[2]	250-750	3	average	.236	.684	.160
Phase II[3]	750-3,500	24	median	.230	.720	.166
Illinois (Statewide)[4]	300 or more	28	average	.150	.690	.104
New Jersey[2]	"main" libraries	N.A.	median	.107	.629	.070

Note: In that the range of sized of Libraries in Illinois and New Jersey may include many libraries much smaller than Hawaii State Library, figures from these states are not directly comparable to Hawaii State Library data.

*Probability of ownership times probability of availability

[1]From library measurements conducted for this study

[2]From unpublished studies made available by Dr. Ernest De Prospo

[3]From Ernest R. De Prospo, Ellen Altman, and Kenneth E. Beasley, Performance Measures for Public Libraries (Public Library Association, American Library Association, 1973)

[4]Herbert Goldhor, Graduate School of Library Science, University of Illinois, Some Lessons From a State-Wide Application of Performance Measures for Public Libraries (unpublished manuscript)

AVAILABILITY OF RECENTLY PUBLISHED BOOKS FOR HAWAII STATE LIBRARY AND SELECTED MAINLAND LIBRARIES

Table 6 provides information about the types of books in the collections of three of the five Hawaii libraries. For comparison purposes, it also provides data concerning the types of books borrowed by users at the Hawaii State Library. To make the comparison between kinds of books owned and kinds of books borrowed at the Hawaii State Library more exact, a "demand index" has been calculated in column three of the table. This "demand index" for a type of book is simply that type's percentage of books borrowed divided by that type's percentage of books owned, times 100. The higher the number, the more that type of book is "demanded" relative to other types of books owned by the library. By this index, the greatest relative "demand" appears to be for juvenile books, especially juvenile fiction. However, this may be caused by the fact that juvenile books are borrowed for shorter periods of time and thus have higher "turnover" in relation to other books in the collection.

TABLE 6

	Hawaii State Library			Kaimuki Regional Library	Liliha Library
book classes:	books owned	books circulating	demand index*	books owned	books owned
adult fiction	13 %	11 %	85	4 %	17 %
general works, philosophy, religion (000-299)	7	7	100	7	4
social science, language (300-499)	14	11	79	22	9
pure science, technology (500-699)	11	13	118	18	12
art, literature (700-899)	21	16	76	22	10
history, biography (900-999)	13	13	100	19	9
juvenile fiction	7	17	257	--	14
juvenile non-fiction	8	12	150	--	19
Hawaiian and Pacific, foreign	8	--	---	7	7
age of books:					
published within last five years	28 %	41 %	146	48 %	27 %
published more than five years ago	72	59	82	52	73
Total number of books sampled	516	660		95	271

*Column 2 divided by column 1 times 100

Note: "Young adult" book category not included in percentages

Source: Library measurements

TYPES OF BOOKS IN THE COLLECTIONS OF SELECTED LIBRARIES

Table 6 also points out one reason why the availability of recently published books at these libraries might be lower than their collection sizes would indicate -- the collections are somewhat old. Over 70% of the books at the Hawaii State Library and Liliha were published before 1971. The table also shows that there is a relatively higher borrower demand for the more recent books at the Hawaii State Library.

Non-Circulating Materials

Measurements of the adequacy of periodical collections were also conducted. Results for the five public libraries and Hamilton Library at the University of Hawaii are featured in Table 7. Periodicals owned by a library were compared with a sample of 320 periodicals -- 40 from each of eight technical and popular indices. Each library that is measured is assessed in terms of its ownership of types or classes of periodicals appropriate for it. For example, popular libraries should place more emphasis on ownership of periodicals from the Reader's Guide and less emphasis on the types of periodicals featured in more technical indices, while a library that caters to the needs of businessmen and professionals should pay attention to its ownership of periodicals from indices such as Education, Social Sciences, and Business Periodicals.

TABLE 7

	Total in Sample	Proportion in Library					
		Hawaii State Library	Kaimuki Regional Library	Liliha Library	Kahuku Community-School Library	Hilo Regional Library	Hamilton Library (University of Hawaii)
Applied Science and Technology	40	.50	.03	0	0	.05	.60
Art	40	.25	.05	0	.03	.08	.48
Biological and Agricultural	40	.05	0	0	0	.03	.80
Business Periodicals	40	.85	.05	.03	0	.10	.70
Education	40	.45	.05	0	.05	.08	.75
Public Affairs Information	40	.20	0	0	.03	0	.50
Reader's Guide	40	.95	.48	.35	.45	.80	.73
Social Sciences	40	.38	.03	.03	0	.03	.78
Overall	320	.45	.08	.05	.07	.14	.67

Source: Sample of current periodicals--library measurements

AVAILABILITY OF CURRENT PERIODICALS FOR SELECTED LIBRARIES IN HAWAII

The ownership of periodicals is relatively high at the State Library, but some subjects are poorly represented. The ownership of periodicals at the regional and branch libraries is generally low.

The library measurements involved the assessment of the reference book collection at the Hawaii State Library. Figure 4 presents the results of that measurement. Reference book titles in nine subject areas were sampled. Overall, about one quarter of the reference titles were owned, although the ownership of encyclopedias was high.

FIGURE 4

Type of reference:	Percent of reference titles owned by library:
Encyclopedia	72 %
Language Dictionaries	21 %
Periodicals	13 %
Education	37 %
Economics	32 %
Political Science	28 %
General History	27 %
General Works	22 %
Biological Science	22 %
Total sample	26 %

Total number of reference titles in sample = 2,841

Note: Based on a sample of selected subjects in Sheehy, Guide to Reference Books (1976)

Source: Library measurements

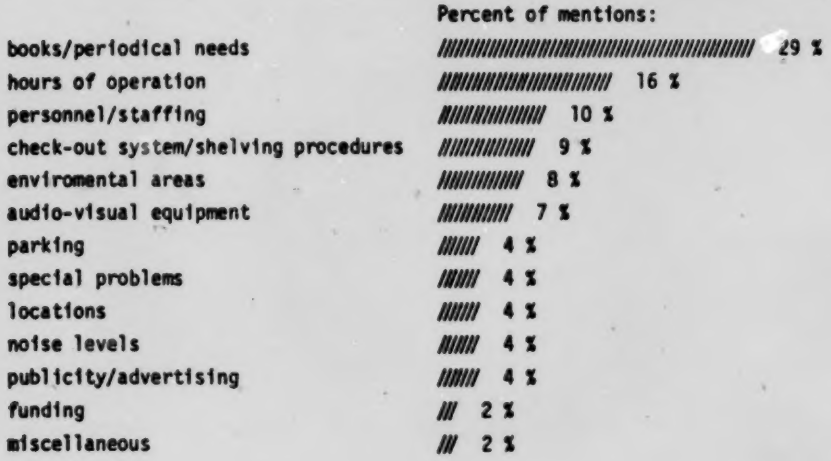
OWNERSHIP OF REFERENCE BOOK TITLES
BY THE HAWAII STATE LIBRARY

Public Preferences and Needs in Relation to Library Materials

Evidence from the survey indicates that the most prominent public dissatisfaction with the library system centers on the books and periodicals it owns (or doesn't own). Figure 5 shows the most frequent suggestions for

improvement in the library made by survey respondents. Almost 30% of the mentions referred to a need for more or more varied books or periodicals.

FIGURE 5



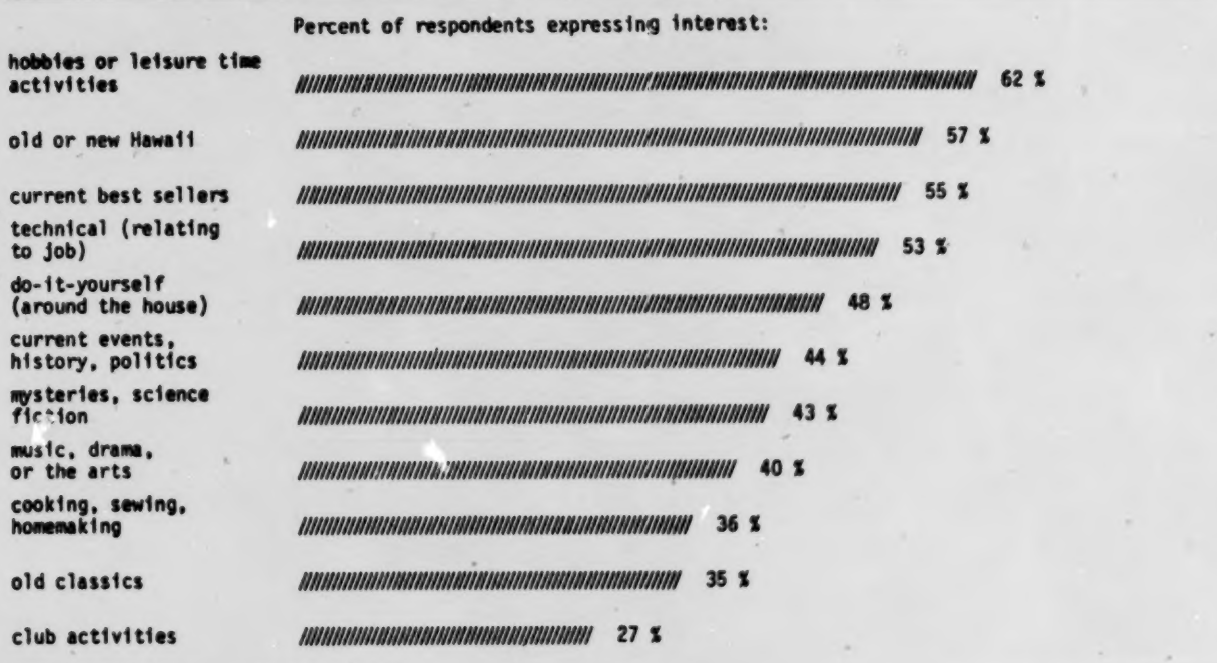
Total number of respondents making a suggestion = 485

Source: User/nonuser survey

PUBLIC OPINION CONCERNING ASPECTS OF THE PUBLIC LIBRARY THAT NEED IMPROVEMENT

In the survey, residents were given an opportunity to express interest in each of eleven possible topics or subject areas relevant to a library book collection. The eleven topics, and the interest expressed in each one, are presented in Figure 6.

FIGURE 6



Source: User/nonuser survey

TYPES OF BOOKS THE PUBLIC WOULD LIKE TO HAVE IN THE LIBRARY

Most of the more popular topics have either a practical or a leisure emphasis. By way of contrast, the more "standard" library subject matters appropriate for highly educated and intellectually involved populations -- including current events, history, and politics; music, drama, and the arts; and "old classics" -- generally do not elicit as much interest. Of particular note is the high level of response to the subject of hobbies or leisure time activities. Books about Hawaii also received a great deal of response.

In Table 8, the interests of frequent library users and nonusers are compared. The results show that frequent users are noticeably more interested in every

topic. Columns three and four of that table allow a more direct comparison of the relative interests of frequent users and nonusers. The patterns show a great deal of similarity. Nonusers had a somewhat higher response to practical subject areas, while frequent users showed slightly more enthusiasm about music, drama, and the arts.

TABLE 8

	(1) percent of frequent users expressing interest	(2) percent of nonusers expressing interest	(3) frequent users--percent of mentions*	(4) nonusers--percent of mentions*
hobbies or leisure time activities	71 %	51 %	12 %	12 %
old or new Hawaii	70	50	12	12
current best sellers	65	46	11	11
technical (relating to job)	60	44	10	11
do-it-yourself (around the house)	51	42	8	10
current events, history, politics	51	36	9	9
mysteries, science fiction	55	34	9	8
music, drama, or the arts	54	30	9	7
cooking, sewing, homemaking	44	32	7	8
old classics	44	26	7	6
club activities	37	22	6	5
Total number of respondents	276	387	276	387

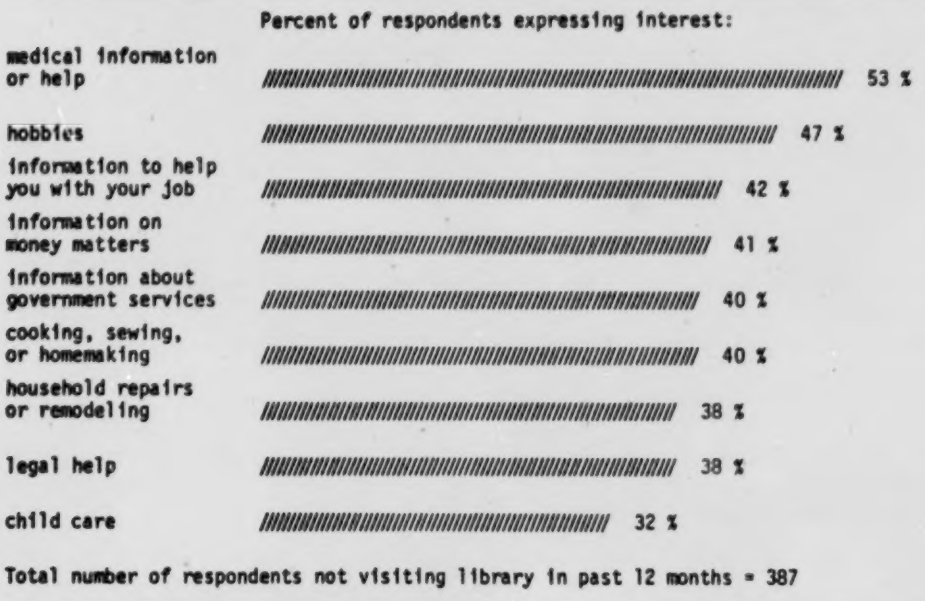
*Percentages adjusted so that they add up to 100%

Source: User/nonuser survey

TYPES OF BOOKS OF INTEREST TO FREQUENT USERS AND NONUSERS

The survey also explored subject areas that might be of practical use to nonusers and their families. Figure 7 documents respondent interest in those areas. Medical, job, and financial information were among the topics receiving high response. Information relevant to hobbies was the second most popular area of interest.

FIGURE 7



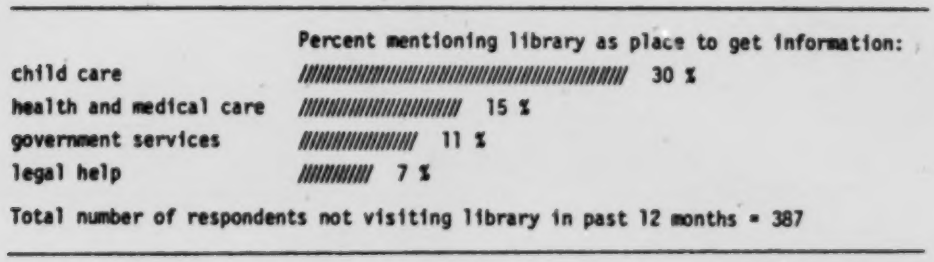
Source: User/nonuser survey

INFORMATIONAL TOPICS OF INTEREST
TO LIBRARY NONUSERS

The results of Figure 8 confirm, however, that the public library is not yet seen as a primary source for the satisfaction of such practical information needs. Nonusers were asked where they would go to get information about each

of four selected subjects. The percentage who spontaneously mentioned "the library" ranged from about 30% for the topic of child care to about 7% for legal information.

FIGURE 8

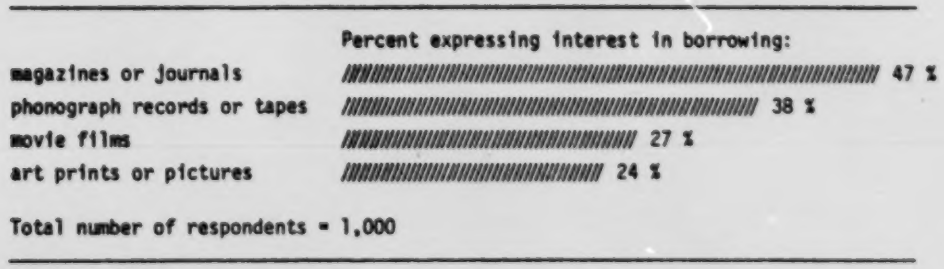


Source: User/nonuser survey

NONUSERS' AWARENESS OF LIBRARY AS AN INFORMATION RESOURCE FOR SELECTED TOPICS

Figure 9 presents other types of materials (besides books) that residents might be interested in borrowing from the public library. The results show a strong demand for the out-of-library circulation and use of magazines and periodicals. Phonograph records and tapes, which are presently available for loan, also received substantial interest.

FIGURE 9



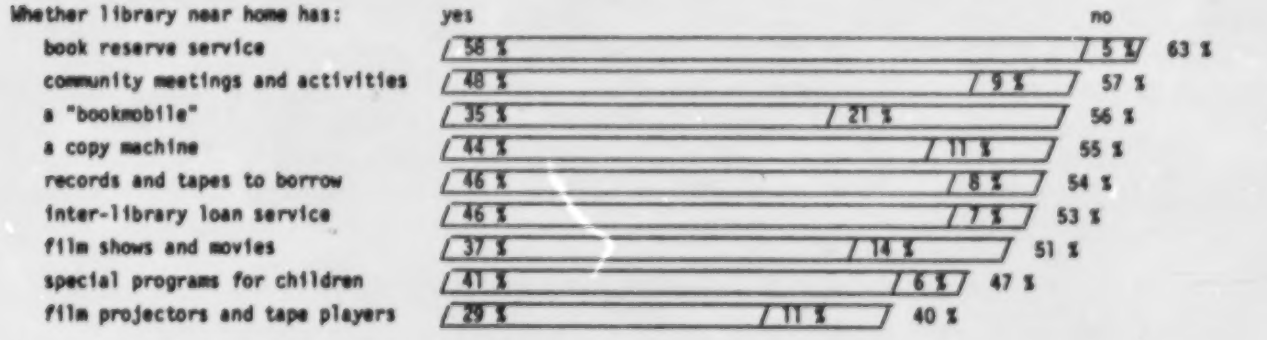
Source: User/nonuser survey

INTEREST IN BORROWING NON-BOOK MATERIALS

LIBRARY SERVICES AND PROGRAMS

Just about everybody knows that the public library loans books. However, other services and features of the library may not be as well known. The survey asked residents whether their local library offers each of a number of possible services, materials or programs. The percentage giving a definite answer (either "yes" or "no") was an indicator of public awareness of those library features. The results are presented in Figure 10.

FIGURE 10



Total number of respondents = 1,000

Source: User/nonuser survey

RESIDENT AWARENESS OF LIBRARY SERVICES

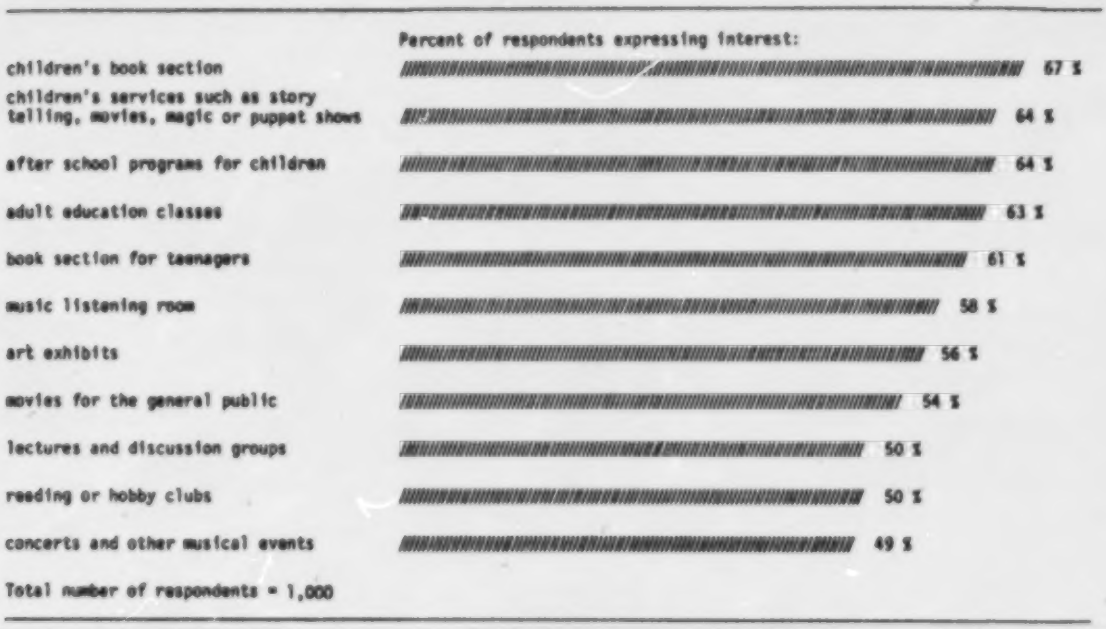
Residents appear to be least familiar with library offerings of movies, film and tape equipment, and children's programs.

The survey also asked respondents about their interest in book services such as the reserve system and interlibrary loan. Both services received high

response -- 35% were very interested in having books reserved and 27% said they were very interested in their library being able to get a book through interloan.

Resident interest in different library programs and activities is shown in Figure 11. Programs receiving the greatest response are those providing service to children and young people. However, most of the program ideas suggested received majority support.

FIGURE 11



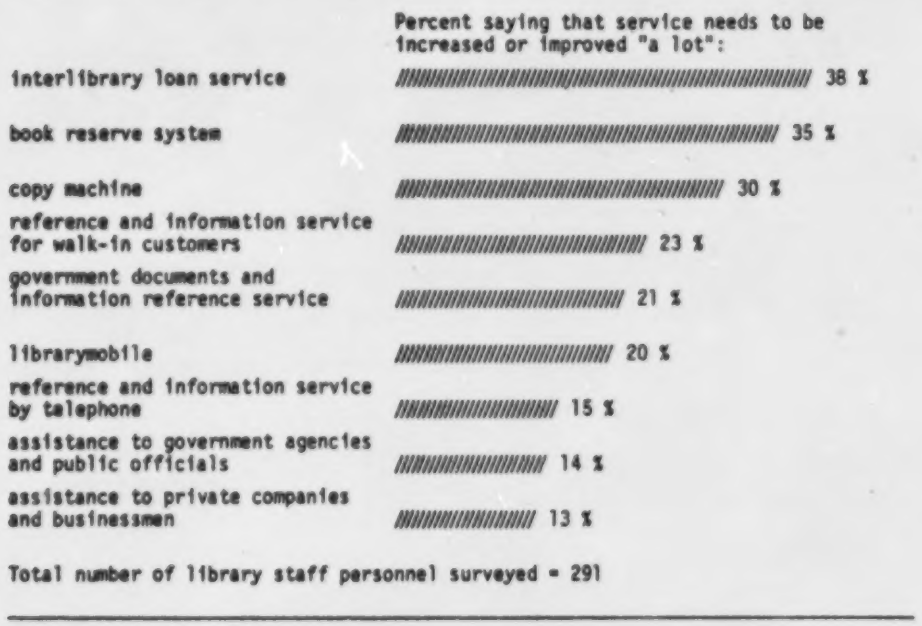
Source: User/nonuser survey

LIBRARY PROGRAMS AND ACTIVITIES
OF INTEREST TO THE PUBLIC

In the survey of library staff, library personnel were asked to give their opinions concerning library services and programs. Figure 12 indicates that library employees feel that interlibrary loan and book reserve need the most

attention and expansion. Three out of every eight librarians stated that interlibrary loan service needs to be increased or improved "a lot."

FIGURE 12

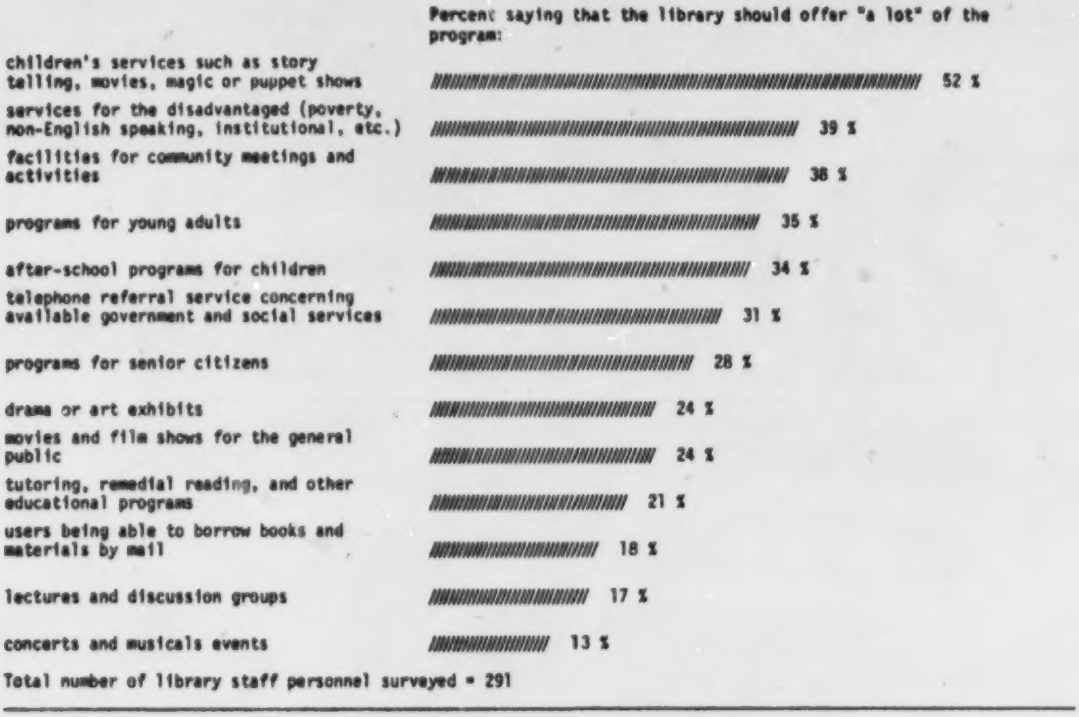

Percent saying that service needs to be increased or improved "a lot":
interlibrary loan service
38 %
book reserve system
35 %
copy machine
30 %
reference and information service for walk-in customers
23 %
government documents and information reference service
21 %
librarymobile
20 %
reference and information service by telephone
15 %
assistance to government agencies and public officials
14 %
assistance to private companies and businessmen
13 %
Total number of library staff personnel surveyed = 291

Source: Library staff survey

STAFF OPINION OF LIBRARY SERVICE NEEDS

Staff opinion concerning programs that should be offered by the library is featured in Figure 13. Staff priorities appear to be similar to those of the public. Programs for children and young adults receive good response, as do services for the disadvantaged.

FIGURE 13


Percent saying that the library should offer "a lot" of the program:
children's services such as story telling, movies, magic or puppet shows
52 %
services for the disadvantaged (poverty, non-English speaking, institutional, etc.)
39 %
facilities for community meetings and activities
38 %
programs for young adults
35 %
after-school programs for children
34 %
telephone referral service concerning available government and social services
31 %
programs for senior citizens
28 %
drama or art exhibits
24 %
movies and film shows for the general public
24 %
tutoring, remedial reading, and other educational programs
21 %
users being able to borrow books and materials by mail
18 %
lectures and discussion groups
17 %
concerts and musicals events
13 %
Total number of library staff personnel surveyed = 291

Source: Library staff survey

STAFF OPINION OF NEEDED LIBRARY PROGRAMS AND ACTIVITIES

A more direct comparison of staff and resident attitudes is made in Table 9. The six possible programs in the table were mentioned in both the user/nonuser survey and the staff survey. The percentages for the six programs were "adjusted" to reveal the relative emphasis they received from frequent library users, nonusers, and library staff.

TABLE 9

	frequent users--percent of mentions (adjusted)*	nonusers--percent of mentions (adjusted)*	library staff percent of mentions (adjusted)*
children's services such as story telling, movies, magic or puppet shows	16 %	17 %	20 %
after school programs for children	15	16	16
education classes/programs	16	17	10
art exhibits	16	13	16
movies for the general public	13	14	16
lectures and discussion groups	13	12	13
concerts and musical events	12	12	10
	100 %	100 %	100 %

*Percentages for the six services/programs are adjusted so that they add up to 100%, to facilitate comparisons

Source: User/nonuser survey and library staff survey

PROGRAMS AND ACTIVITIES THE LIBRARY SHOULD OFFER--
A COMPARISON OF PUBLIC AND LIBRARY
STAFF OPINIONS

The patterns for the three groups are relatively similar. However, public interest in adult education classes and programs appears tc be greater than staff perception of the need for such programs.

Interlibrary Loan Service

One aspect of library services that will assume critical importance in the near future is the interlibrary loan service, which is supposed to help patrons borrow books from anywhere in the library system. This service helps to ensure an efficient use of library materials available in the system.

However, at the present time interlibrary loans are a static or declining proportion of total circulation in the Hawaii system. Books loaned from one library to another were only 0.5% of total circulation in all State of Hawaii libraries in fiscal year 1976-1977, down from 0.7% in fiscal year 1971-1972. Books loaned to other libraries by the State Library, which should be a key element in the interloan system, were only 1.6% of the State Library's circulation in 1976-1977, down from 1.9% in 1971-1972.[1] As previously shown in Figure 12, a substantial proportion of library personnel feels that the interlibrary loan service needs "a lot" of improvement.

Moreover, interlibrary loan requests are likely to increase sharply in the near future. At the present time, the card catalog in each library lists only the titles held by that library. When BIBLIOS (Book Inventory Building and Library Oriented System) becomes fully operational in State of Hawaii libraries, patrons in State of Hawaii libraries, Department of Education public libraries, and public high school libraries will be able to see all the titles available in the library system through microfilm viewers.[2] This will undoubtedly stimulate additional requests for books available at locations other than the patron's library.

The implementation of BIBLIOS, together with library system efforts to improve the availability of materials to patrons, will place very heavy demands on an interloan system that is presently delivering a low level of service.

---

[1]Source: Ruth S. Itamura, Annual Report, Library Services Branch, July 1, 1976 to June 30, 1977, Hawaii State Library System.

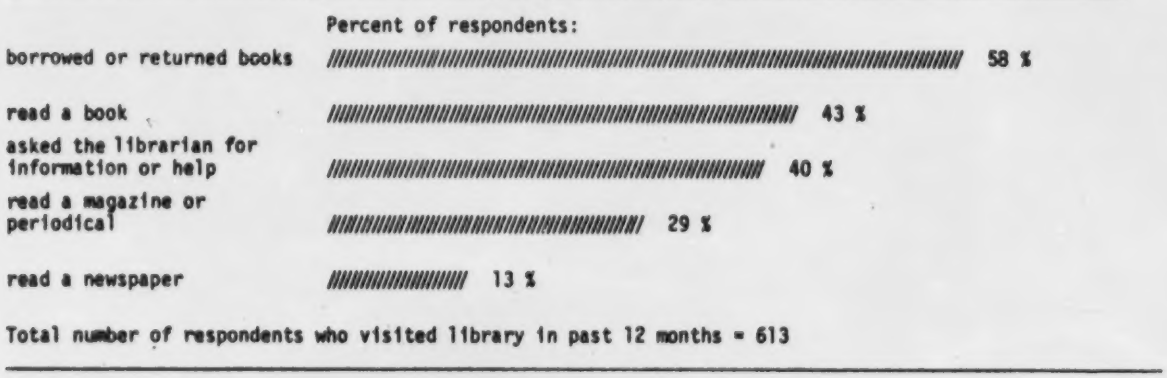
[2]Masae Gotanda and Charles P. Bourne, Biblios Hawaii. Office of Library Services, State of Hawaii, 1976.

USE OF LIBRARY FACILITIES

The survey of residents and the measurements carried out in selected libraries provide some information on how the public libraries in Hawaii are used, when they are used, and how library hours might be made more convenient for residents.

According to the user/nonuser survey, 12% of trips made to the public library by adults are for schoolwork, and 17% are connected with a job. The major activities that respondents were involved in on their last visit to the library are presented in Figure 14.

FIGURE 14



Total number of respondents who visited library in past 12 months = 613

Source: User/nonuser survey

MAJOR ACTIVITIES OF ADULT USERS
ON LAST LIBRARY VISIT

The most frequent library activities involved borrowing, returning, or reading books. About two out of every five library users sought assistance from a librarian.

At the Hawaii State Library, systematic observations were made of how patrons used the library facility. The results of these observations are reported in Figure 15. Primary user activities included reading library materials and "browsing."

FIGURE 15

	Percentage of library patrons:
using library material	40%
browsing	22%
using own material	7%
walking in and out	6%
using card catalogue	6%
waiting	4%
using audio-visual	4%
filling out charge slips	4%
talking	2%
with library staff	2%
other	2%

Note: Based on hourly observations of patron use between the hours of 9 a.m. to 5 p.m. during a six day period.

Source: Library measurements

PATRON USE OF FACILITIES--
HAWAII STATE LIBRARY

Materials Used in the Library

Materials used in the library may include materials (such as books) that can be borrowed from the library, materials that cannot be taken out of the library (such as reference books and periodicals), and materials owned by the library patron (such as schoolbooks).

Measurement of the in-library use of materials was conducted during the test days by asking patrons to leave materials on the tables and carrels rather than return them to the shelves. Personnel conducting the measurement made hourly rounds of the tables and carrels to pick up the items used by patrons. These items were classified and tallied by type. Materials were returned to the shelves as soon as possible, so that the measurement would not interfere with patron use of them.

Table 10 presents the number of items in use in the Hawaii State Library in every unit except the periodicals department during each day of the survey.

TABLE 10

	Number of Items	Percent
Thursday (11/18)	1,064	22%
Friday (11/19)	625	13
Saturday (11/20)	878	18
Monday (12/6)	646	13
Tuesday (12/7)	793	16
Wednesday (12/8)	858	18
Total for 6 days	4,864	100%

Note: Excludes periodicals department

Source: Library Measurements

IN-LIBRARY CIRCULATION BY DAY
FOR THE HAWAII STATE LIBRARY

An average of 811 items were in use each day. Since some materials were probably replaced by patrons during the study, we may estimate that the number of books used inside the Hawaii State Library is approximately one half of the number of books circulated outside the library (borrowed by patrons).

Table 11 shows what library materials were in use in the five libraries studied. In all five libraries, books were the major items in use. However, use of fiction books (which are presumably leisure rather than serious reading) was less common at the Hawaii State Library and Hilo Regional Library than it was at the other libraries.

TABLE 11

	Items in Use				
	Hawaii State Library	Kaimuki Regional Library	Hilo Regional Library	Liliha Library	Kahuku Community-School Library
non-fiction book	56 %	32 %	31 %	49 %	31 %
fiction book	16	26	11	23	44
periodical	4	17	21	15	5
reference	10	9	16	7	15
newspaper	1	3	8	2	3
phonograph record	1	0	2	0	0
document	1	0	0	0	0
telephone book	--	--	--	0	0
microfilm	--	3	3	0	1
audio tape or cassette	--	5	0	0	0
vertical file	--	4	3	0	1
other	10	1	3	4	0
Total number of items in use	4,864	641	513	331	157

*Excludes materials in the periodical department

Source: Library measurements

TYPES OF MATERIALS IN USE
WITHIN SELECTED PUBLIC LIBRARIES

Timing of Library Use

According to the survey of residents, the most popular time for library visits is during the afternoon on weekdays. Figure 16 shows when residents remember making their last library visit. Other popular times were evenings and mornings during the week.

FIGURE 16

weekday - morning	////////////////////////////	20 %
weekday - afternoon	//	37 %
weekday - evening	//////////////////////////////	23 %
weekend - morning	/////////	6 %
weekend - afternoon	//////////////	9 %
weekend - evening	///	2 %
don't know	///	2 %

Total number of respondents who visited library in past 12 months = 613

Source: User/nonuser survey

TIME OF LAST LIBRARY VISIT

Most library visits were fairly brief--a majority of users spent between 15 minutes and one hour on their last visit.

Ovservations of patron use in the Hawaii State Library found that the peak use of that facility occurred at midday on Saturday. As Table 12 shows, peak use during the day occurs in the afternoon between 3 PM and 4 PM, with another peak occurring between 11 AM and 1 PM. Use in the evening between 5 PM and 8 PM on Tuesdays and Thursdays (the only nights open) was relatively light during the observation period.

TABLE 12

	Average number of patrons observed	Percent of total
9 AM to 10 AM	66.0	6%
10 AM to 11 AM	101.5	9
11 AM to 12 Noon	126.7	12
12 Noon to 1 PM	137.5	13
1 PM to 2 PM	113.8	11
2 PM to 3 PM	123.7	11
3 PM to 4 PM	139.1	13
4 PM to 5 PM	108.0	9
5 PM to 6 PM	59.8	6
6 PM to 7 PM	55.0	5
7 PM to 8 PM	52.8	5
Average for day	1,083.9	100%

Note: Figures are averages of counts taken during six days of observation.

Source: Library measurements

AVERAGE NUMBER OF PATRONS OBSERVED
BY TIME OF DAY IN THE HAWAII STATE LIBRARY

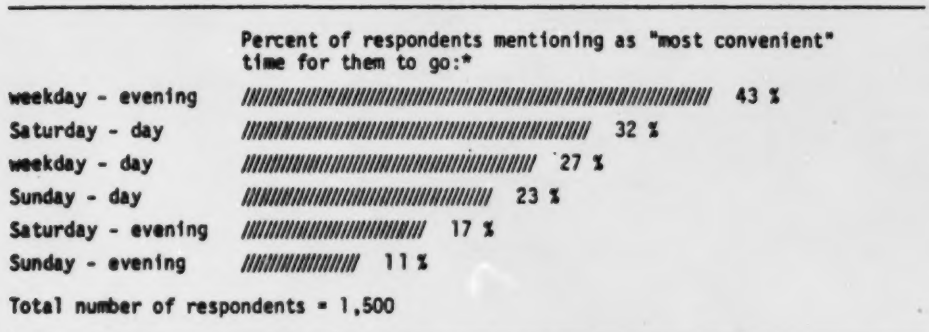
Use of the library system also varies by season. While this study did not make any direct attempt to measure such variations, an inspection of weekly circulation statistics of the Hawaii State Library covering the period of one year suggests that a steep decline in library use occurs around the time of the winter holidays (Christmas and New Year's), with a lesser decline during the summer. Peak uses appear to occur during the Spring and Fall school semesters.

Convenient Library Hours

The second most commonly voiced suggestion by residents for improving the public libraries was the establishment of more convenient library hours. (See Figure 5, earlier in this report.) Data provided by this study provide further information about this concern.

Figure 17 shows the library times that survey respondents said would be most convenient for them. (Respondents could mention several different times.) Weekday evenings and Saturdays were mentioned most often.

FIGURE 17



*Respondents could mention more than one time; therefore, percentages add up to more than 100%

Source: User/nonuser survey

LIBRARY HOURS DESIRED BY THE PUBLIC

Table 13 features a comparison of the times that residents go to the library now with the times they say they would like to go, in order to see how library hours might be changed to be more convenient. In column four of the table a "demand" ratio is computed. To get this ratio, the percent of times a library time was mentioned as desirable (column three) was divided by the percent

of times it is currently used as a time to visit (column one). The result was multiplied by 100. The higher the "demand" ratio, the greater the apparent unsatisfied demand for the library to be open more during those hours.

TABLE 13

	(1) most recent visit*	(2) percent of times mentioned as most convenient time**	(3) percent of total mentions***	(4) "demand" ratio****
weekday - day	58 %	27 %	24 %	41
weekday - evening	24	43	38	158
weekend - day	16	27	24	150
weekend - evening	2	15	13	650

Total number of respondents = 1,000

*Excluding "don't know" responses
**Results for Saturday and Sunday were averaged to get "weekend - day" and "weekend - evening" percentages
***Percentages in column 2 adjusted so that they add up to approximately 100%
****Column 3 divided by column 1 times 100

Source: User/nonuser survey

COMPARISON OF PRESENT LIBRARY VISITS WITH LIBRARY HOURS DESIRED BY THE PUBLIC

The table seems to indicate that the public would be more satisfied by library hours of operation which extend quite a bit beyond the normal 40 hour work week, including both weekend and evening hours.

As a practical matter, any public desire for different or more convenient hours of library operation would have to be complemented by the willingness of library staff to work at those times. In the library staff survey, library personnel

were asked about what times they thought the library should be open. They were also asked about their personal willingness to work during those hours. The responses to these two questions are presented in Table 14, and a "willingness" ratio is included to show the extent to which staff perceptions of what is needed are matched by a personal willingness to help satisfy that need.

TABLE 14

		(1) percent saying opening time is "very important" to public	(2) percent of mentions	(3) percent "very willing" to work during hours	(4) percent of mentions*	(5) "willingness" ratio**
weekdays	9:00 a.m. to 1:00 p.m.	52 %	23 %	73 %	38 %	165
weekdays	1:00 p.m. to 5:00 p.m.	67	30	67	35	117
weekdays	5:00 p.m. to 8:00 p.m.	36	16	19	10	63
Saturdays	9:00 a.m. to 5:00 p.m.	46	21	20	11	52
Saturdays	5:00 p.m. to 8:00 p.m.	7	3	3	2	67
Sundays	1:00 p.m. to 5:00 p.m.	11	5	6	3	60
some holidays	1:00 p.m. to 5:00 p.m.	4	2	2	1	50

Total number of respondents = 291

*Percentages in previous column adjusted so that they add up to 100%
**Column 4 divided by column 2 times 100

Source: Library staff survey

COMPARISON OF PERCEIVED PUBLIC DEMAND FOR LIBRARY HOURS
WITH STAFF WILLINGNESS TO SERVE AT THOSE TIMES

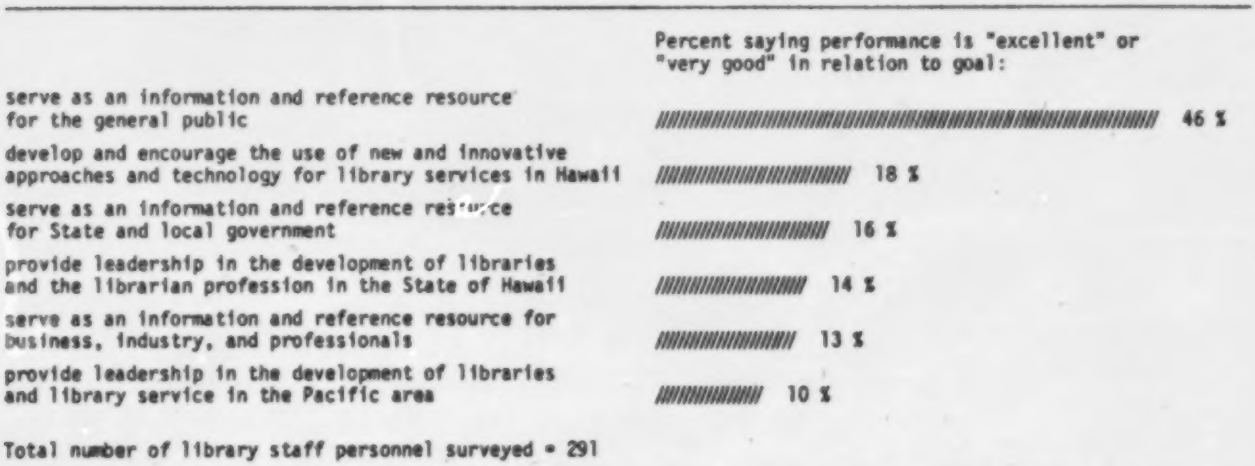
The table shows that staff are generally most willing to work during "regular" work hours. The "willingness" ratio is high for weekdays, but it is low for weekday evenings and weekends. Therefore, there appears to be some reluctance among staff to serve the perceived public need for library operations on evenings and weekends.

THE STATE LIBRARY SYSTEM'S SERVICE TO OTHER LIBRARIES AND INSTITUTIONS AND THE LIBRARY PROFESSION

The State of Hawaii library system is most widely known for its "public library" role--its service to the general public. However, state library systems often provide services to government, the private sector, other libraries, and the library profession, as well as the public.

The results of our study indicate that the Hawaii library system's performance in these other areas lags noticeably behind its service to the general public. Figure 18 shows that the library staff personnel we surveyed think that the system serves the general public far better than it serves government or business or the needs of other libraries and the profession.

FIGURE 18


Percent saying performance is "excellent" or "very good" in relation to goal:
serve as an information and reference resource for the general public
46 %
develop and encourage the use of new and innovative approaches and technology for library services in Hawaii
18 %
serve as an information and reference resource for State and local government
16 %
provide leadership in the development of libraries and the librarian profession in the State of Hawaii
14 %
serve as an information and reference resource for business, industry, and professionals
13 %
provide leadership in the development of libraries and library service in the Pacific area
10 %
Total number of library staff personnel surveyed = 291

Source: Library staff survey

STAFF OPINION OF LIBRARY SYSTEM PERFORMANCE

Deficiencies in the library system's role in relation to other libraries and leadership in library affairs was most clearly expressed by librarians in other government agencies. In-depth interviews were conducted with personnel in six State and local government agencies. The agency survey revealed that there is at present a virtual lack of regular linkages with the State library system. The agency librarians interviewed cited a lack of leadership from the State system in library affairs, networking and the continuing education of librarians. The agencies offered a number of specific suggestions concerning the role that the State library system should be playing in relation to their needs:

- The State system should take the lead in integrating materials and services in both public and specialized agency libraries into one coordinated system.
- The State library system should conduct education and training programs for librarians, and give techinical assistance to smaller libraries.
- The State should develop a computerized system which catalogues all library holdings in the State.
- The State library system should foster new technology, and should access Mainland library systems through satellite computer technology now available.

The Hawaii State library system's lack of performance in these other, specialized areas is linked to the fact that the Hawaii system does not encompass all of the responsibilities that other state libraries do. According to a recent

study,[1] state libraries in other states generally have the following functions:

- o Operating special libraries that serve government agencies and offer special services. The services may include the library for the blind and handicapped, law library, legislative reference, state document depositories, archives, etc.

- o Library development, including planning, coordination, interlibrary cooperation, continuing education, and administration of state and federal funds for all libraries.

In contrast, the Hawaii system has not generally been responsible for the operation of special libraries such as those serving the courts and the legislature, and has not assumed responsibility for providing library development for libraries both inside and outside the State library system.

LIBRARY STAFFING

The study also provided information about the people who work in the Hawaii library system. The staff survey focused on job-related attitudes and opinions. Selected library measurements provided some insight into work activities.

Work Activities of Library Personnel

A systematic observation study of the work activities of staff was carried out in only one library--the Hawaii State Library. The results of these work

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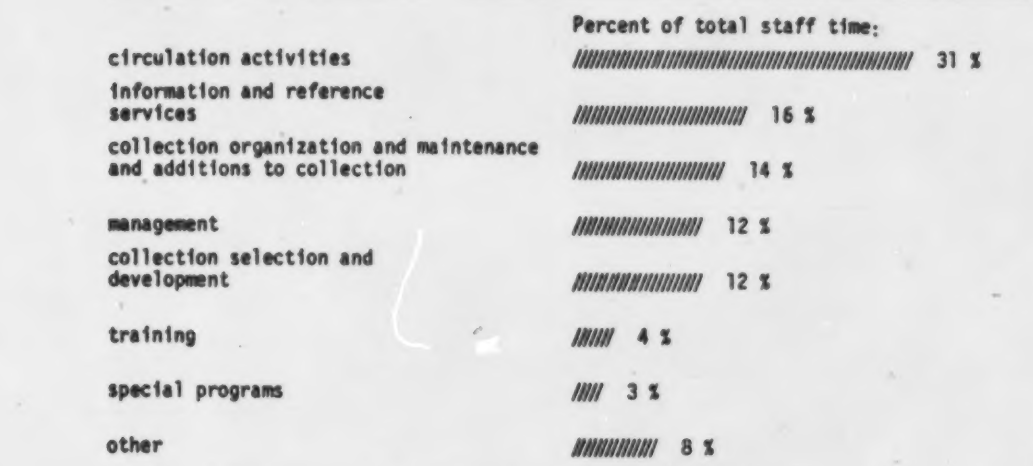
[1] Donald B. Simpson, The State Library Agencies -- A Survey Report. 1977.

observations are shown in Figure 19.

FIGURE 19



Source: Library measurements

MAJOR EXPENDITURES OF STAFF TIME
AT THE HAWAII STATE LIBRARY

The figure indicates that the major part of staff time in the Hawaii State Library is taken up with book circulation and maintenance of the book collection. The 16% of time spent on information and reference service seems to suggest that a small amount of staff time is allocated to direct service to the user public in that library.

Table 15 presents a clearer view of the nature of public assistance by library staff. In all five libraries studied, a tally was kept of questions addressed to librarians. A breakdown of the nature of those questions is shown in the table.

TABLE 15

	Hawaii State Library	Kaimuki Regional Library	Hilo Regional Library	Liliha Library	Kahuku Community-School Library
directional	34 %	45 %	39 %	17 %	26 %
factual	17	22	17	39	35
bibliographical	27	20	27	16	9
topical	22	12	22	28	30
Total number of requests sampled:	4,676	573	343	194	153

Source: Library measurements

NATURE OF PATRON INFORMATION REQUESTS
AT SELECTED HAWAII LIBRARIES

Of particular note in this table is the considerable proportion of inquiries in each library except Liliha that involve directional information (e.g., where things are located in the library and how to get to them). Liliha Library has instituted a system of directional signs and symbols; the data suggest that this system has reduced the need for users to ask staff about these matters.

An investigation of requests for information and reference assistance made by patrons of the Hawaii State Library revealed that they were primarily the types of questions which can be answered by nonprofessionals.

At the Hawaii State Library, a study was made of the availability of staff to help patrons within each library unit. The results are featured in Table 16. The first column of the table shows the percent of all personnel assigned to each unit who were available to help patrons at the times the study observations were made. The second column features the percent of available staff who were

assisting patrons at the times observations were made.

TABLE 16

Name of Unit	Percent of personnel assigned who were available	Percent of personnel available who were assisting
Hawaii and Pacific	18%	43%
Fine Arts and Audio Visual	27	49
Social Science and Philosophy	7	75
Children's and Young Adult	10	71
Literature, Language and History	29	42
Federal Documents and Business, Science and Technology	35	29
Periodicals	19	18
Total for State Library	21	40

Source: Library Measurements

AVAILABILITY AND USE OF PUBLIC SERVICE PERSONNEL
IN UNITS OF THE HAWAII STATE LIBRARY

Overall for the State Library, 21% of all staff were available to help patrons during the study period, and 40% of those were involved in helping patrons. Personnel were most available in the Federal Documents and the Business, Science and Technology units. Staff were least available in the Social Science and Philosophy department.

Table 17 suggests the level of work that library personnel are engaged in. In the staff survey, respondents were asked to estimate the proportion of their work that requires a particular level of skill. The entries in the table are averages of the responses received through the survey.

TABLE 17

	Total (ave.%)	profes-sional (ave.%)	technical (ave.%)	clerical (ave.%)	high school (ave.%)	technical/ business (ave.%)	college (ave.%)	graduate degree (ave.%)
Subjective estimates of:								
% of work that is professional (requiring a graduate degree)	30	63	25	12	16	15	22	60
% requiring college education but not graduate degree	23	27	35	19	19	26	35	27
% that could be accomplished with a high school education	37	15	43	67	55	59	45	17
% that could be done by a student helper	13	9	14	22	15	18	15	13

Total number of library staff personnel surveyed = 291

Source: Library staff survey

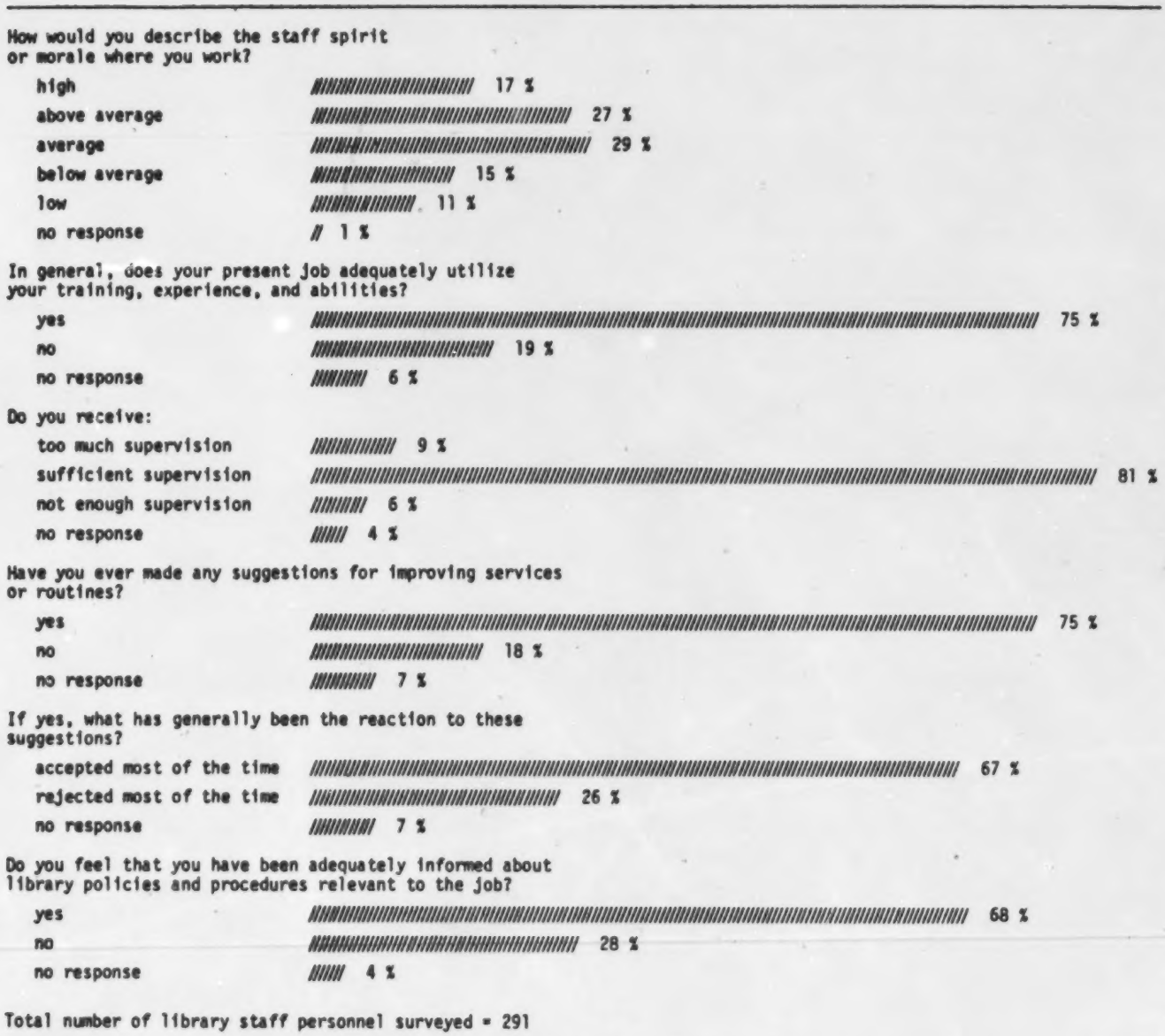
EDUCATIONAL QUALIFICATIONS AND LIBRARY STAFF WORK

The results indicate some "mismatches" between work duties and level of training. For instance, professionals reported that about one fourth of the work they do could be done by a high school graduate or a student helper.

Job-Related Attitudes and Opinions

Figure 20 presents a number of results from the survey of library staff.

FIGURE 20


How would you describe the staff spirit or morale where you work?
high 17 %
above average 27 %
average 29 %
below average 15 %
low 11 %
no response 1 %
In general, does your present job adequately utilize your training, experience, and abilities?
yes 75 %
no 19 %
no response 6 %
Do you receive:
too much supervision 9 %
sufficient supervision 81 %
not enough supervision 6 %
no response 4 %
Have you ever made any suggestions for improving services or routines?
yes 75 %
no 18 %
no response 7 %
If yes, what has generally been the reaction to these suggestions?
accepted most of the time 67 %
rejected most of the time 26 %
no response 7 %
Do you feel that you have been adequately informed about library policies and procedures relevant to the job?
yes 68 %
no 28 %
no response 4 %
Total number of library staff personnel surveyed = 291

Source: Library staff survey

JOB-RELATED ATTITUDES OF LIBRARY STAFF

The responses generally indicate a favorable orientation toward their work. Over 70% report staff morale to be average or better. Three quarters feel their job does utilize their abilities, and over 80% approve of the level of supervision they receive. Most of the librarians have made suggestions for changes, and most of these suggestions met with approval. Most personnel also feel adequately informed about what is expected of them.

The survey also revealed that most staff would be interested in additional job training. General library skills and use of electronic and audio-visual equipment were the two topics mentioned most frequently in connection with further job training.

The library employee view of the most important problems currently facing the public library system in Hawaii is featured in Figure 21. It is clear that more adequate levels of staffing and budget support are seen as crucial elements of an improved library system.

FIGURE 21

	Percent of mentions:
Staffing; manpower	31 %
Money and funding	29 %
Leadership and administration	13 %
General system; reorganization	13 %
Charge system, theft control	9 %
Public service	8 %
Facilities; equipment and maintenance	4 %
Miscellaneous	2 %
No opinion	1 %

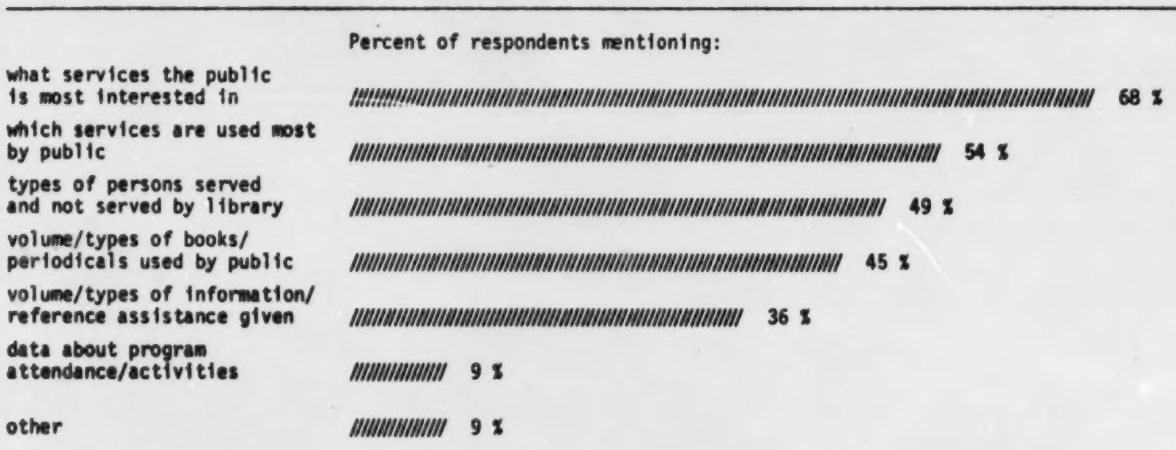
Total number of library staff personnel surveyed = 291

Source: Library staff survey

CRITICAL PROBLEMS FACING THE LIBRARY SYSTEM
AS SEEN BY LIBRARY STAFF

In the staff survey respondents indicated their opinion of what additional information about library services and users would be valuable for the library system. These opinions served as input into the development of a performance measurement system. Responses are reported in Figure 22.

FIGURE 22


Percent of respondents mentioning:
what services the public is most interested in
68 %
which services are used most by public
54 %
types of persons served and not served by library
49 %
volume/types of books/ periodicals used by public
45 %
volume/types of information/ reference assistance given
36 %
data about program attendance/activities
9 %
other
9 %

Total number of library staff personnel surveyed who feel that more information is needed = 184

Source: Library staff survey

STAFF OPINION OF LIBRARY SYSTEM INFORMATION NEEDS

Library employees viewed information about the public's preference for library services as most important. The public's use of services and the types of residents served and not served were also given prominent mention.

PART III:

PROPOSED PERFORMANCE MEASUREMENT SYSTEM FOR STATE OF HAWAII LIBRARIES

INTRODUCTION

The primary purpose of this study was to develop a system for measuring the performance of public libraries in Hawaii. These measurements were to allow individual libraries to assess themselves on a periodic basis and make changes in operations or resource allocation that would increase their performance in specific ways.

The measurements developed are a part of a general system which includes consideration of the purposes that libraries should serve and the roles appropriate for different types of libraries. More specifically, the following issued were addressed by the consultants, with the assistance and counsel of the project management team: 1) What performance objectives are appropriate for public libraries in Hawaii? 2) What roles should be played by different levels of the library system (i.e., Hawaii State Library, regional libraries, community libraries, community-school libraries)? 3) What measurements are both feasible and appropriate as "yardsticks" of library performance? 4) What performance "targets" can be established for individual libraries that are both realistic and capable of motivating improvements in service?

The "libraries measurements system" that emerged includes the following elements:

- o performance objectives which highlight the expectations for libraries at each level of the State library system;
- o performance measurements which provide an objective assessment of the extent to which each objective is being achieved; and

- the form of the quantitative "targets" or standards that will be specified for each individual library in terms of each measurement, to enable a judgment about that library's performance over a specific period.

Each of these elements is presented and described in more detail below.

LIBRARY PERFORMANCE OBJECTIVES

All libraries in the State system provide materials and services to library users. In addition, some libraries (community and community-school libraries) sponsor programs and activities for community residents and organizations, while others (Hawaii State Library and regional libraries) provide supportive services to other libraries. The performance objectives developed for the purpose of the measurement system are based on these five general purposes or "missions": 1) provide materials; 2) provide services; 3) serve library users; 4) support other libraries; and 5) serve the community.

Each performance objective is a more specific way of carrying out one of the five library missions listed above. In most cases, more than one objective is required for the furtherance of a mission or purpose. For instance, providing materials to users involves providing books, periodicals, reference materials, and certian non-print materials such as audio/visual items.

The performance objectives developed for libraries in the State system are presented on the chart on the following page.

PERFORMANCE OBJECTIVES FOR LIBRARIES IN THE STATE OF HAWAII LIBRARY SYSTEM

PERFORMANCE OBJECTIVES				
Hawaii State Library Resource Center	Hawaii State Library Popular Library	Regional Libraries	Community Libraries	Community School Libraries
Provide materials satisfactory to users	Provide materials satisfactory to users	Provide materials satisfactory to users	Provide materials satisfactory to users	Provide materials satisfactory to users
Provide an advanced and in-depth book collection	Provide an appropriate leisure book collection	Provide a substantial leisure book collection	Provide an appropriate leisure book collection	Provide a limited leisure book collection
Provide an advanced and in-depth periodical collection	Provide an appropriate leisure periodical collection	Provide a substantial leisure periodical collection	Provide an appropriate leisure periodical collection	Provide a limited leisure periodical collection
Provide comprehensive, timely and available reference materials	Provide limited reference materials	Provide representative, timely and available reference materials	Provide limited reference materials	Provide appropriate reference materials
Provide substantial audio/visual materials and equipment not usually found in other State system libraries	Provide limited audio/visual materials and equipment	Provide limited audio/visual materials and equipment	Provide limited audio/visual materials and equipment	Provide appropriate audio/visual materials and equipment
Serve all users, with special emphasis on business, professional, government, and organizational users	Serve all users, with special emphasis on leisure and personal users	Serve all users, with special emphasis on leisure and personal users	Serve all users, with special emphasis on leisure and personal users	Serve all users, with special emphasis on leisure and personal users
Provide service satisfactory to users	Provide service satisfactory to users	Provide service satisfactory to users	Provide service satisfactory to users	Provide service satisfactory to users
Provide interloan service	Provide interloan service	Provide interloan service	Provide interloan service	Provide interloan service
Provide information and reference service	Provide information and reference service	Provide information and reference service	Provide information and reference service	Provide information and reference service
Provide collection development consulting services		Provide collection development consulting services		
Provide reference service consulting services		Provide program activity consulting services		
			Provide program activities for library users, community groups and community residents	Provide program activities for library users, community groups and community residents

The services that libraries provide are expected to differ according to the size and role of the library within the State system. Therefore, the performance objectives established for libraries and set forth in the chart differ somewhat for different levels of the library system:

- Regional libraries are envisioned as "backup" resources for the community and community-school libraries in their areas, as well as serving as larger and more substantial facilities for resident use. It is also anticipated that they will handle interloan requests from area libraries, and will be responsible for "passing along" interloan requests to the Hawaii State Library when the regional libraries themselves cannot satisfy those requests. Regional libraries would also provide technical assistance to community and community-school libraries in their areas.

  The performance objectives established for regional libraries reflect the role described. For example, they are called upon to provide "substantial" book and periodical collections of a popular nature, and reference collections which are more complete than those available in libraries within their region.

- Community libraries are the most accessible facilities for popular and leisure use. The book and periodical collections specified for them are less substantial than those found in the regional libraries. Because of their locational convenience, community libraries are expected to provide special programs and activities while regionals are not.

- Community-school libraries would differ in some ways from community libraries. Their book and periodical collections would not generally be required to be as extensive. However, their closer relationship to the school system would make it advisable to provide somewhat greater access to reference materials and audio/visual materials and equipment.

- The Hawaii State Library requires somewhat more explanation than the other libraries in the State system.
  The chart proposes that the Hawaii State Library be looked at as two separate functional units. This analytical separation is necessitated by the two separate and fairly distinct "publics" that the library serves. On the one hand, the Hawaii State Library is uniquely mandated to serve the technical needs of professional-level users from government, private business, the professions, and community organizations. Demands from these users require the availability of materials that are substantially more technical and specialized than those available in other public libraries. On the other hand, a sizable proportion of Hawaii State Library users are similar to "typical" users of other libraries in the system, and include popular and leisure readers and elementary through high school students. The problem that the existence of these two "publics" pose for establishing objectives is that it would be unfair to assess the Hawaii State Library's service to its popular users in terms of standards relevant to specialized materials. Conversely, it would be inappropriate to judge its service to technical users by the degree to which the Hawaii State

Library makes more popular material available.

Therefore, two different sets of performance objectives have been developed for the purpose of assessing the Hawaii State Library. A functional division of the library has been postulated to correspond to the two sets of objectives. It should be noted that this division does not imply or require the separation of the Hawaii State Library's physical facilities into two distinct facilities. However, it does imply that reference books and periodicals would have to be separated and assigned to one or the other "unit" of the library before measurements of these materials could take place.

The Hawaii State Library Resource Center is that functional part of the Hawaii State Library which is expected to serve the needs of technical, professional and specialized users. Like state libraries recently established in other states such as New York, California and Illinois, it is seen as primarily a reference facility which circulates its resources to other libraries. This part of the Hawaii State Library would be responsible for providing important technical assistance in the form of consultant services to other libraries in relation to collection development and reference service.

The Hawaii State Library Popular Library is that functional part of the Hawaii State Library which provides materials for leisure and popular reading. The performance objectives established for this unit are identical to objectives for a community library.

PERFORMANCE MEASUREMENTS

The measures developed for the performance objectives of each level of the State library system are displayed following the text.

The assessment of most of the objectives established for libraries requires the measurement of several "aspects" of their performance. For example, an assessment of the following objective for regional libraries, "Provide a substantial leisure book collection," is conducted by looking at the following three characteristics of that collection: 1) its comprehensiveness, in terms of the availability of recently published books; 2) its appropriateness, in terms of whether the types of books in the collection are a) consistent with a "leisure" collection, and b) consistent with what users want to borrow; 3) its recency, in terms of publication date.

The performance measurements developed for the library system are based on tabulations of sample data to be collected periodically by State of Hawaii libraries. The particular sample of materials, services or activities from which the measurement is derived is listed to the right of each measure. The specific procedures to be used for collecting and tabulating the data necessary for performance measurements are contained in the Performance Measurement System Manual for State of Hawaii Libraries, which was developed as part of this study.

The specific measurements to be used in this system were developed with the assistance and input of the project management team, and were selected according to the criteria of relevance to library objectives, feasibility of data collection and tabulation, and usefulness for management purposes. Most were

derived from the performance measurements for public libraries developed by Ernest De Prospo and his associates.[1]

It was not feasible to develop measures for all of the performance objectives established for libraries. Specifically, the performance measurement system provides no means for assessing objectives concerned with the provision of audio/visual materials and equipment, supportive consultant services to other libraries, or activities for the local community. The development of appropriate indicators for these objectives poses special measurement problems and issues. We recommend that performance measures and accompanying data collection procedures relevant to these objectives be developed and integrated into the measurement system at an early date.

Quantitative Standards for Library Performance

Accompanying each performance measurement on pages 72 to 81 is a format for specifying a specific quantitative "target" to be attained by a library. These quantities are to be expressed in terms of desirable levels of the performance measurements. For example, the quantitative "target" or standard established for a particular regional library in terms of the availability of recently published books may be to insure that users have at least a 10% chance (.10 probability) of obtaining a recently published book at that library.

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[1] Ellen Altman, Ernest R. De Prospo, Philip M. Clark, and Ellen Conner Clark. A Data Gathering and Instructional Manual for Performance Measures in Public Libraries. Celadon Press: Chicago, 1976.

Some of the quantitive standards would involve more than the achievement of one performance target. For instance, a library may decide to increase the proportions of adult fiction, arts and literature, and juvenile fiction books in its circulating book collection. The quantitative "targets" that the library would be expected to attain over the next performance period in relation to the appropriateness of its book collection would then consist of specific proportions for these three classes of books. After the end of the next performance period, the appropriateness of the library's collection would be judged in terms of whether its proportions of adult fiction, arts and literature, and juvenile fiction books now approximate the levels which were established as standards.

It should be noted that such standards should be established on a library-by-library basis, and that no such performance "targets" have been developed at this time. This is because the process of deciding what are appropriate, fair, and attainable levels of performance for each library must involve the consideration of where each library stands at the present time. Therefore, an initial round of performance measurements should be conducted within each library prior to the development of performance standards.

Because desirable levels of library performance will be specific, quantified, and tied to familiar library materials, uses, and staff activities, it should be possible to make somewhat clearer decisions about the allocation of resources to improve performance in particular ways. For example, the amount of money that would be needed to "boost" the availability of recently published books in a library from about .08 (probability) to about .09 (probability) can be reasonably anticipated, given the average cost of new books and the number of books published every year. The cost of doing this could also be contrasted

with the cost of improving performance in other ways through acquiring other types of materials or adding or reassigning staff to perform increased service functions.

Some aspects of performance are more easily improved through actions of the individual library than are others. It is fairly straightforward to increase the availability of materials within the library (given adequate resources). Changing the composition of users served by the library (for instance, increasing the proportion of adults, as opposed to students, served) if that is desirable is more difficult, and would have to be done indirectly through means such as providing more materials and services of interest to the groups you want to attract. Increasing the responsiveness of interloan services is a task that would necessarily involve the entire library system to some degree, and cannot be the sole responsibility of the individual library.

Other Information Relevant to Performance Measurements

The performance measurement charts also provide other information about measures developed for the performance measurement system, including the data source for the measure, the frequency with which the measurement should be used to assess performance, and the personnel responsible for collecting the data. All the performance measures developed are to be used for library assessment on an annual basis. Data are to be collected by staff in the library, with the assistance of clerical help and volunteers where appropriate. Details of the data collection and measurement process are contained in the Performance Measurements System Manual for State of Hawaii Libraries (Volume V of this study).

ACTIVITIES AND MATERIALS MEASUREMENTS

The two charts on the last four pages provide information about other measurements which are not directly relevant to assessing library performance, but which should be useful to individual libraries for the purposes of materials maintenance, scheduling library operations, and making staff assignments. All but a few of these measurements will be produced along with performance measurements through the collection and tabulation process described in the manual referred to above. The exceptions are measures of how staff time is spent on library functions. These measurements will be carried out by consultants once every four years.

PERFORMANCE MEASUREMENT SYSTEM FOR REGIONAL LIBRARIES

Performance Objective:	Performance Aspect:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Quantity:	Data Collection Agency:
Provide materials satisfactory to users	User satisfaction with library materials	Proportion of users expressing satisfaction with library materials	Library user sample	Annual	Increase proportion of satisfied users from _____ to _____	Library Staff
Provide a substantial leisure book collection	Availability of recent books (published last 5 years):	Probability of obtaining a book published within last 5 years	Book Pub. Record (BPR) prob. sample	Annual	Increase recent book availability from _____ to _____	Library Staff
	Appropriateness of book collection in relation to objective and demand:	Distribution of books in the collection by class of book	Title availability sample	Annual	Increase proportions of following book classes: class from to _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
		Distribution of books circulating by class of book	Circulation distribution sample	Annual		
	Recency of total book collection:	Recent (published last 5 years) books as a proportion of books in the collection	Title availability sample	Annual	Increase recency of book collection from _____ to _____	Library Staff
		Recent (published last 5 years) books as a proportion of books circulating	Circulation distribution sample	Annual		
Provide a substantial leisure periodical collection	Appropriateness of periodical collection in relation to objective:	Probability of ownership of periodicals by type	Periodical availability sample	Annual	Increase probability of following periodical types: types from to _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
Provide representative, timely and available reference materials	Comprehensiveness of reference collection:	Probability of ownership of reference books	Ref. title ownership sample (ALA)	Annual	Increase probability of reference ownership from _____ to _____	Library Staff
	Appropriateness of reference collection:	Probability of ownership of reference books by class	Ref. title ownership sample (ALA)	Annual	Increase probability of following reference classes: class from to _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
	Recency of reference collection:	Proportion of owned reference books which are latest editions	Ref. title ownership sample (ALA)	Annual	Increase proportion of latest editions from _____ to _____	Library Staff
Provide limited audio/visual materials and equipment	Appropriateness of materials and equipment in relation to objective:	(None developed)				

Performance Objective:	Performance Aspect:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Quantity:	Data Collection Agency:
Serve all users, with special emphasis on leisure and personal users	Appropriateness of target groups served in relation to objective:	Each user group's proportion of all walk-in users	Library user sample	Annual	Increase the proportions for the following user groups: group from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
Provide service satisfactory to users	User satisfaction with library services:	Proportion of users expressing satisfaction with library services	Library user sample	Annual	Increase proportion of satisfied users from _____ to _____	Library Staff
Provide interloan service	Quantity of service:	Number of interloan requests filled	Count by library	On-going	Increase number of interloan requests filled from ____ to _____	Library Staff
	Responsiveness overall:	Proportion of interloan requests filled	Interloan request sample	Annual	Increase proportion of interloan requests filled from ____ to _____	Library Staff
	Responsiveness by class of book	Proportion of interloan requests filled by class of book	Interloan request sample	Annual	Increase proportions filled for following book classes: class from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
	Responsiveness by recency of book:	Proportion of interloan requests filled for recent (published last 5 years) books	Interloan request sample	Annual	Increase proportion filled for recent books from _____ to _____	Library Staff
Provide information and reference service	Responsiveness	Proportion of information requests answered within library	Information requests sample	Annual	Increase proportion of information requests answered from _____ to _____	Library Staff
Provide collection development consulting services	Services provided:	(None developed)				
	Quality of services:	(None developed)				
Provide program activity consulting services	Services provided:	(None developed)				
	Quality of services:	(None developed)				

PERFORMANCE MEASUREMENT SYSTEM FOR COMMUNITY LIBRARIES

Performance Objective:	Performance Aspect:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Quantity:	Data Collection Agency:
Provide materials satisfactory to users	User satisfaction with library materials:	Proportion of users expressing satisfaction with library materials	Library user sample	Annual	Increase proportion of satisfied users from _____ to _____	Library Staff
Provide an appropriate leisure book collection	Availability of recent books (published last 5 years):	Probability of obtaining a book published within last 5 years	Book Publishing Record (BPR) prob. sample	Annual	Increase recent book availability from _____ to _____	Library Staff
	Appropriateness of book collection in relation to objective and demand:	Distribution of books in the collection by class of book	Title availability sample	Annual	Increase proportions of following book classes: class from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
		Distribution of books circulating by class of book	Circulation distribution sample	Annual		
	Recency of total book collection:	Recent (published last 5 years) books as a proportion of books in the collection	Title availability sample	Annual	Increase recency of book collection from _____ to _____	Library Staff
		Recent (published last 5 years) books as a proportion of books circulating	Circulation distribution sample	Annual		
Provide an appropriate leisure periodical collection	Appropriateness of periodical collection in relation to objective:	Probability of ownership of periodicals by type	Periodical availability sample	Annual	Increase probability of following periodical types: types from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
Provide limited reference materials	Comprehensiveness of reference collection:	Probability of ownership of reference books	Reference ownership sample (ALA)	Annual	Increase probability of reference ownership from _____ to _____	Library Staff
	Appropriateness of reference collection:	Probability of ownership of reference books by class	Reference title ownership sample (ALA)	Annual	Increase probability of following reference classes: class from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
	Recency of reference collection:	Proportion of owned reference books which are latest editions	Reference title ownership sample (ALA)	Annual	Increase proportion of latest editions from _____ to _____	Library Staff
Provide limited audio/visual materials and equipment	Appropriateness of materials and equipment in relation to objective	(None developed)				

Performance Objective:	Performance Aspect:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Quantity:	Data Collection Agency:
Serve all users, with special emphasis on leisure and personal users	Appropriateness of target groups served in relation to objective:	Each user group's proportion of all walk-in users	Library user sample	Annual	Increase the proportions for the following user groups: group from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
Provide service satisfactory to users	User satisfaction with library services:	Proportion of users expressing satisfaction with library services	Library user sample	Annual	Increase proportion of satisfied users from _____ to _____	Library Staff
Provide interloan service	Quantity of service:	Number of interloan requests filled	Count by library	On-going	Increase number of interloan requests filled from _____ to _____.	Library Staff
	Responsiveness overall:	Proportion of interloan requests filled	Interloan request sample	Annual	Increase proportion of interloan requests filled from _____ to___	Library Staff
	Responsiveness by class of book:	Proportion of interloan requests filled by class of book	Interloan request sample	Annual	Increase proportions filled for following book classes: class from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
	Responsiveness by recency of book:	Proportion of interloan requests filled for recent (published last 5 years) books	Interloan request sample	Annual	Increase proportion filled for recent books from _____ to _____	Library Staff
Provide information and reference service	Responsiveness:	Proportion of information requests answered within library	Information requests sample	Annual	Increase proportion of information requests answered from _____ to _____	Library Staff
Provide program activities for library users, community groups and community residents	Number and types of activities sponsored:	(None developed)				
	Number and types of participants attending:	(None developed)				

PERFORMANCE MEASUREMENT SYSTEM FOR COMMUNITY-SCHOOL LIBRARIES

Performance Objective:	Performance Aspect:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Quantity:	Data Collection Agency:
Provide materials satisfactory to users	User satisfaction with library materials:	Proportion of users expressing satisfaction with library materials	Library user sample	Annual	Increase proportion of satisfied users from _____ to _____	Library Staff
Provide a limited leisure book collection	Availability of recent books (published within last 5 years):	Probability of obtaining a book published within last 5 years	Book Publishing Record (BPR) sample	Annual	Increase recent book availability from _____ to _____	Library Staff
	Appropriateness of book collection in relation to objective and demand:	Distribution of books in the collection by class of book	Title availability sample	Annual	Increase proportions of following book classes: class from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
		Distribution of books circulating by class book	Circulation distribution sample	Annual		
	Recency of total book collection:	Recent (published last 5 years) books as a proportion of books in the collection	Title availability	Annual	Increase recency of book collection from _____ to _____	Library Staff
		Recent (published last 5 years) books as a proportion of books circulating	Circulation distribution sample	Annual		
Provide a limited leisure periodical collection	Appropriateness of periodical collection in relation to objective:	Probability of ownership of periodicals by type	Periodical availability sample	Annual	Increase probability of following periodical types: types from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
Provide appropriate reference materials	Comprehensiveness of reference collection:	Probability of ownership of reference books	Reference title ownership sample (ALA)	Annual	Increase probability of reference ownership from _____ to _____	Library Staff
	Appropriateness of reference collection:	Probability of ownership of reference books by class	Reference title ownership sample (ALA)	Annual	Increase probability of following reference classes: classes from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
	Recency of reference collection:	Proportion of owned reference books which are latest editions	Reference title ownership sample (ALA)	Annual	Increase proportion of latest editions from _____ to _____	Library Staff
Provide appropriate audio/visual materials and equipment	Appropriateness of materials and equipment in relation to objective:	(None developed)	82			

(10)

Performance Objective:	Performance Aspect:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Quantity:	Data Collection Agency:
Serve all users, with special emphasis on leisure and personal users	Appropriateness of target groups served in relation to objective:	Each user group's proportion of all walk-in users	Library user sample	Annual	Increase the proportions for the following user groups: group / from / to _____ / _____ / _____ _____ / _____ / _____ _____ / _____ / _____ _____ / _____ / _____	Library Staff
Provide service satisfactory to users	User satisfaction with library services:	Proportion of users expressing satisfaction with library services	Library user sample	Annual	Increase proportion of satisfied users from _____ to _____	Library Staff
Provide interloan service	Quantity of service:	Number of interloan library requests filled	Count by library	On-going	Increase number of interloan requests filled from _____ to _____	Library Staff
	Responsiveness overall:	Proportion of interloan requests filled	Interloan request sample	Annual	Increase proportion of interloan requests filled from _____ to ____	Library Staff
	Responsiveness by class of book:	Proportion of interloan requests filled by class of book	Interloan request sample	Annual	Increase proportions filled for following book classes: class / from / to _____ / _____ / _____ _____ / _____ / _____ _____ / _____ / _____ _____ / _____ / _____	Library Staff
	Responsiveness by recency of book:	Proportion of interloan requests filled for recent (published last 5 years) books	Interloan request sample	Annual	Increase proportion filled for recent books from _____ to _____	Library Staff
Provide information and reference service	Responsiveness:	Proportion of information requests answered within library	Information requests sample	Annual	Increase proportion of information requests answered from _____ to _____	Library Staff
Provide program activities for library users, community groups, and community residents	Number and types of activities sponsored:	(None developed)				
	Number and types of participants attending:	(None developed)				

PERFORMANCE MEASUREMENT SYSTEM FOR HAWAII STATE LIBRARY RESOURCE CENTER

Performance Objective:	Performance Aspect:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Quantity:	Data Collection Agency:
Provide materials satisfactory to users	User satisfaction with library materials	Proportion of users expressing satisfaction with library materials	Library user sample	Annual	Increase proportion of satisfied users from _____ to _____	Library Staff
Provide an advanced and in-depth book collection	Availability of recent books (published last 5 years):	Probability of obtaining a book published within last 5 years	Book Publishing Record (BPR) probability sample	Annual	Increase recent book availability from _____ to _____	Library Staff
	Appropriateness of book collection in relation to objective and demand:	Distribution of books in the collection by class of book	Title availability sample	Annual	Increase proportions of following book classes: class from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
	Recency of total book collection:	Recent (published last 5 years) books as a proportion of books in the collection	Title availability sample	Annual	Increase recency of book collection from _____ to _____	Library Staff
Provide an advanced and in-depth periodical collection	Appropriateness of periodical collection in relation to objective:	Probability of ownership of periodicals by type	Periodical availability sample	Annual	Increase probability of following periodical types: types from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
Provide comprehensive, timely and available reference materials	Comprehensiveness of reference collection:	Probability of ownership of reference books	Reference title ownership sample (Sheehy)	Annual	Increase probability of reference ownership from _____ to _____	Library Staff
	Appropriateness of reference collection:	Probability of ownership of reference books by class	Reference title ownership sample (Sheehy)	Annual	Increase probability of following reference classes: class from to _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____	Library Staff
	Recency of reference collection:	Proportion of owned reference books which are latest editions	Reference title ownership sample (Sheehy)	Annual	Increase proportion of latest editions from _____ to _____	Library Staff
Provide substantial audio/visual materials and equipment not usually found in other State system libraries	Appropriateness of materials and equipment in relation to objective	(None developed)				

Performance Objective:	Performance Aspect:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Quantity:	Data Collection Method:
Serve all users, with special emphasis on business, professional, government, and organizational users	Appropriateness of target groups served in relation to objective:	Each user group's proportion of all walk-in users	Library user sample	Annual	Increase the proportions for the following user groups: group from to ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____	Library Staff
Provide service satisfactory to users	User satisfaction with library services:	Proportion of users expressing satisfaction with library services	Library user sample	Annual	Increase proportion of satisfied users from _____ to _____	Library Staff
Provide interloan service	Quantity of service:	Number of interloan requests filled	Count by library	On-going	Increase number of interloan requests filled from ____ to ____	Library Staff
	Responsiveness overall:	Proportion of interloan requests filled	Interloan request sample	Annual	Increase proportion of interloan requests filled from ____ to ____	Library Staff
	Responsiveness by class of book:	Proportion of interloan requests filled by class of book	Interloan request sample	Annual	Increase proportions filled for following book classes: class from to ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____	Library Staff
	Responsiveness by recency of book:	Proportion of interloan requests filled for recent (published last 5 years) book	Interloan request sample	Annual	Increase proportion filled for recent books from ____ to _____	Library Staff
Provide information and reference service	Responsiveness:	Proportion of information requests answered within library	Information requests sample	Annual	Increase proportion of information requests answered from _____ to _____	Library Staff
Provide collection development consulting services	Services provided:	(None developed)				
	Quality of services:	(None developed)				
Provide reference service consulting services	Services provided:	(None developed)				
	Quality of services:	(None developed)				

PERFORMANCE MEASUREMENT SYSTEM FOR HAWAII STATE LIBRARY POPULAR LIBRARY

Performance Objective:	Performance Aspect:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Quantity:	Data Collection Agency:
Provide materials satisfactory to users	User satisfaction with library materials	Proportion of users expressing satisfaction with library materials	Library user sample	Annual	Increase proportion of satisfied users from _____ to _____	Library Staff
Provide an appropriate leisure book collection	Availability of recent books (published last 5 years):	Probability of obtaining a book published within last 5 years	Book Publishing Record (BPR) probability sample	Annual	Increase recent book availability from _____ to _____	Library Staff
	Appropriateness of book collection in relation to objective and demand:	Distribution of books in the collection by class of book	Title availability sample	Annual	Increase proportions of following book classes: class from to ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____	Library Staff
		Distribution of books circulating by class of book	Circulation distribution sample			
	Recency of total book collection:	Recent (published last 5 years) books as a proportion of books in the collection	Title availability sample	Annual	Increase recency of book collection from _____ to _____	Library Staff
		Recent (published last 5 years) books as a proportion of books circulating	Circulation distribution sample	Annual		
Provide an appropriate leisure periodical collection	Appropriateness of periodical collection in relation to objective:	Probability of ownership of periodicals by type	Periodical availability sample	Annual	Increase probability of following periodical types: types from to ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____	Library Staff
Provide limited reference materials	Comprehensivenss of reference collection:	Probability of ownership of reference books	Reference title ownership sample (ALA)	Annual	Increase probability of reference ownership from _____ to _____	Library Staff
	Appropriateness of reference collection:	Probability of ownership of reference books by class	Reference title ownership sample (ALA)	Annual	Increase probability of following reference classes: class from to ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____	Library Staff
	Recency of reference collection:	Proportion of owned reference books which are latest editions	Reference title ownership sample (ALA)	Annual	Increase proportion of latest editions from _____ to_____	Library Staff

Performance Objective:	Performance Aspect:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Quantity:	Data Collection Agency:
Provide limited audio/visual materials and equipment	Appropriateness of materials and equipment in relation to objectives	(none developed)				Library Staff
Serve all users, with special emphasis on leisure and personal users	Appropriateness of target groups served in relation to objective:	Each user group's proportion of all walk-in users	Library user sample	Annual	Increase the proportions for the following user groups: group from to ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___	Library Staff
Provide service satisfactory to users	User satisfaction with library services:	Proportion of users expressing satisfaction with library services	Library user sample	Annual	Increase proportion of satisfied users from _____ to _____	Library Staff
Provide interloan service	Quantity of service:	Number of interloan requests filled	Count by library	On-going	Increase number of interloan requests filled from _____ to _____	Library Staff
	Responsiveness overall:	Proportion of interloan requests filled	Interloan request sample	Annual	Increase proportion of interloan requests filled from_____ to _____	Library Staff
	Responsiveness by class of book:	Proportion of interloan requests filled by class of book	Interloan request sample	Annual	Increase proportions filled for following book classes: class from to ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___	Library Staff
	Responsiveness by recency of book:	Proportion of interloan requests filled for recent (published last 5 years) books	Interloan request sample	Annual	Increase proportion filled for recent books from_____ to _____	Library Staff
Provide information and reference service	Responsiveness:	Proportion of information requests answered within library	Information requests sample	Annual	Increase proportion of information requests answered from_____ to _____	Library Staff

ACTIVITIES AND MATERIALS MEASUREMENTS FOR HAWAII STATE LIBRARY RESOURCE CENTER

Aspect of Library Activities and Materials:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Data Collection Agency:
Book Collection	Probability of ownership of books published last 5 years	Book Pub. Record (BPR) probability sample	Annual	Library Staff
	Probability of availability of owned books published last 5 years	Book Pub. Record (BPR) probability sample	Annual	Library Staff
	Availability of book collection	Title availability sample	Annual	Library Staff
	Availability of book collection by class of book	Title availability sample	Annual	Library Staff
	Availability of book collection by recency (published last 5 years)	Title availability sample	Annual	Library Staff
Use of library	Materials and items in use in library during average day	In-library circulation sample	Annual	Library Staff
	Materials and items in use in each library department during average day*	In-library circulation sample	Annual	Library Staff
Library users	Average number of walk-in library users per day	Library user sample	Annual	Library Staff
	Average time spent per walk-in library user	Library user sample	Annual	Library Staff
	Time of arrival of walk-in users in an average day	Library user sample	Annual	Library Staff
Interloan requests	Proportion of interloan requests answered within library	Interloan request sample	Annual	Library Staff

*Measurement not included in annual Libraries Measurements Report.

Aspect of Library Activities and Materials:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Data Collection Agency:
Information requests	Sources used to answer information requests	Information request sample	Annual	Library Staff
	Type of information requests	Information request sample	Annual	Library Staff
	Form of information requests	Information request sample	Annual	Library Staff
	Type of persons making information requests	Information request sample	Annual	Library Staff
Allocation of staff time	Staff time per work function*	Library staff work sample	Every four years	Consultant
	Staff time per work function by department*	Library staff work sample	Every four years	Consultant

*Measurement not included in annual Libraries Measurements Report

ACTIVITIES AND MATERIALS MEASUREMENTS FOR ALL OTHER LIBRARIES

Aspect of Library Activities and Materials:	Specific Measure:	Data Collection Method:	Frequency of Measurement:	Data Collection Agency:
Book collection	Probability of ownership of books published last 5 years	Book Pub. Record (BPR) probability sample	Annual	Library Staff
	Probability of availability of owned books published last 5 years	Book Pub. Record (BPR) probability sample	Annual	Library Staff
	Availability of book collection	Title availability sample	Annual	Library Staff
	Availability of book collection by class of book	Title availability sample	Annual	Library Staff
	Availability of book collection by recency (published last 5 years)	Title availability sample	Annual	Library Staff
Materials in circulation	Types of materials borrowed in an average day	Circulation distribution sample	Annual	Library Staff
	Average number of items per borrower	Circulation distribution sample	Annual	Library Staff
Use of library	Materials and items in use in library during average day	In-library circulation sample	Annual	Library Staff
Library users	Average number of walk-in library users per day.	Library user sample	Annual	Library Staff
	Average time spent per walk-in library user	Library user sample	Annual	Library Staff
	Time of arrival of walk-in users in an average day	Library user sample	Annual	Library Staff

Aspect of Library Activities and Materials:	Sepcific Measure:	Data Collection Method:	Frequency of Measurement:	Data Collection Agency:
Interloan requests	Proportion of interloan requests answered within library	Interloan request sample	Annual	Library Staff
	Type of information requests	Information request sample	Annual	Library Staff
	Form of information requests	Information request sample	Annual	Library Staff
	Type of persons making information requests	Information request sample	Annual	Library Staff
Allocation of staff time	Staff time per work function*	Library staff work sample	Every four years	Consultant

*Measurement not included in annual Libraries Measurements Report

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